

THE PUBLIC RELATIONS JOURNAL

OF THE AMERICAN COUNCIL
ON PUBLIC RELATIONS

\$5 A YEAR

50c A COPY

Bank and Community Thinking

By RAYMOND K. MEIXSELL

File PHM

Public Relations in a Transition Period

By HOLGAR J. JOHNSON

National Institute of H

MAY 29 1946

VOLUME 2

MAY

NUMBER 5

1946

Library

TABLE OF CONTENTS

	<i>Page</i>
EDITORIAL	1
BANK AND COMMUNITY THINKING	2
<i>By Raymond K. Meixsell</i>	
MAN OF TROY	7
<i>By Irving W. Lyon</i>	
PUBLIC RELATIONS IN THE AIRCRAFT INDUSTRY	9
<i>By John C. Lee</i>	
SEEING OURSELVES AS OTHERS SEE US	12
<i>By Harry H. Field</i>	
IMPOSSIBLE: BUT IT WAS DONE	17
<i>By Rex F. Harlow</i>	
PUBLIC RELATIONS IN A TRANSITION PERIOD	20
<i>By Holgar J. Johnson</i>	
300,000 NON-PROFIT ORGANIZATIONS AND THEIR PUBLIC RELATIONS	23
<i>By E. R. Leibert</i>	
SEMANTICS—PHOOEY	28
<i>By Edmund A. Cunningham</i>	
THE WEATHERVANE	31
<i>By Virgil L. Rankin</i>	
WHY 97 PER CENT REMAINED ON THE JOB	34
<i>By Ben S. Trynin</i>	

How to Receive THE PUBLIC RELATIONS JOURNAL Regularly.

MEMBERSHIP. The *Journal*, a monthly publication of the American Council on Public Relations, is sent to all Council members in the United States and Canada as a part of the Council service, which includes books, monthly news bulletins, research studies, and miscellaneous brochures.

SUBSCRIPTIONS. Individuals, libraries and institutions, which are non-members of the Council, are invited to subscribe to the *Journal* at a cost of \$5.00 a year in United States and Canada. Mail subscriptions to American Council on Public Relations, 369 Pine Street, San Francisco 4, California.

THE PUBLIC RELATIONS JOURNAL

Copyright 1946 by AMERICAN COUNCIL ON PUBLIC RELATIONS • Officers and Trustees: REX F. HARLOW, *President*; GEORGE W. KLEISER, *Vice President*; HENRY E. NORTH, *Vice President*; JOHN E. PICKETT, *Secretary-Treasurer*; JAMES W. IRWIN, RAYMOND W. MILLER, S. B. MOSHER, STUART O'MELVENY, DONALD R. RICHBERG, RAY B. WISER • REX F. HARLOW, *Editor*; VIRGIL L. RANKIN, *Managing Editor*; BEN TRYNIN, *Research Editor* • Issued Monthly • Subscriptions \$5.00 a year • Editorial and advertising offices: 369 Pine Street, San Francisco, California.

THE Public Relations JOURNAL

Volume 2

MAY, 1946

Number 5

Editorial

WE WERE SITTING in a bedroom on the *City of San Francisco*, my friend and I. He was from the East and I from the West. Public Relations was the topic of our discussion.

"You know," he said, "I think a lot of us in public relations are missing the boat pretty badly these days." He looked at me seriously. "Now, take the case of X, for example. There's a smart guy normally. But he's certainly doing no good for public relations the way he's carrying on now. He's not being very smart even for himself, considering the long view.

"He's built up a big volume of business, yes. But all he thinks of is selling! He spends his time getting new clients, and leaves the servicing of clients to his staff." My friend shook his head ominously. "If he keeps that up it'll get him sure as fate! Yes, sir! You've got to look after your clients yourself; you can't delegate that job to anybody else, regardless of how efficient a staff you may have."

"Maybe he doesn't agree with you," I remarked. "He must certainly think he is following the right course."

"Yes, of course. That's the pity of it. I can't see how such a smart guy can be so blind. Doesn't he see that in time he will kill the goose that lays the golden egg? Gosh! anybody ought to be able to see that. Just getting business is no job for the public relations counsel who wants to hold important clients.

"After all, service is still the big thing. It's not how many clients you can get, nor how much you can collect from them, that

counts in the long run."

"But what if your friend X thinks that he faces the chance of a lifetime—to get clients while they are to be had on a profitable basis? Maybe he believes he can hold the ones he can get. And so he is working on building his annual billing up to the point where he will be assured of a big business in the future."

"I guess he figures that way, all right. But"—my friend shook his head doubtfully—"I'd be afraid to work on that theory. I don't think any counselor can afford to risk taking on more clients than he can handle personally.

"Besides," he concluded, "a fellow can keep only a small part of the big fees he collects these days, anyhow. Then why all the strain and effort in rolling up a big volume? I just can't see it!"

In the days since the above discussion took place I have pondered much over my friend's comments.

We in this country may be living in the *gold* era of public relations, but that can be—possibly is—very different from living in the *golden* era. If all of us who follow the public relations calling become engrossed in garnering gold, we can easily do as my friend said, kill the goose that lays the golden egg. It is possible, and truly desirable, I believe to build a golden era for public relations. We can do this probably, however, only by giving a high quality of service that will deserve and receive generous compensation. Any other course will be destructive to us and public relations alike.

BANK AND COMMUNITY THINKING

By RAYMOND K. MEIXSELL

Public Relations Director, Troy Savings Bank, Troy, N. Y.

THE AVERAGE PERSON has little knowledge of banking. He has not even a slight appreciation of the general economic laws which affect his savings. He merely knows that if he puts his money in a savings bank his deposits earn a certain rate of interest. Acquainting the public with such elementary economics—to the end that there develops an accurate understanding of banking as it affects the great majority of the people having savings accounts—would, it seemed to us, redound greatly to the public welfare. Thus it also would benefit the bank.

Savings bankers as well as commercial bankers have really been impressed with the conviction that there is no reason for bank advertising being of a cold, marble hall atmosphere. The merchandising principles and the art treatment used by modern industrial concerns can be adopted by broad thinking bank management. Banks like to think that everyone reads their advertisements and that one of the major forces behind a public relations program would be that type of advertisement which would appeal to the greater majority of the readers of newspapers and magazines or riders of busses.

In the years past the advertising part of public relations work as put forward by The Troy Savings Bank had very little to offer to the public—first, because of a lack of program and second, because of very little support from top management. Some seven years ago possible policies were formulated and a long range public relations program organized.

A peculiar situation has always permeated the thinking of officers of mutual savings banks. Having always been surrounded by strict laws regarding investments and finances, those in the management end of the bank gave the impression that money could not be spent for public

relations and advertising work. However, since the early Thirties this opinion has been entirely changed as both management and supervisory officials now realize that proper merchandising of the facilities available tends to conserve the assets and increase the earnings to the advantage of the depositors. In the savings bank field very little was accomplished in a public relations way until the middle Thirties, and then there were but few banks that set up real programs.

In 1940 an aggressive overall plan had its beginning in this bank through the use of a radio program which was entitled "History Was Made Where You Live." This radio program called for certain techniques which led to wider range thinking.

Early in 1941 we experimented with larger space units and varying copy appeals. We adopted as our theme, "The Avenue to Independence." For the first time the advertising utilized an approach that expressed a public relations policy for the benefit of the community rather than the more direct appeals designed to sell the services of a bank.

Examples of copy headings are: "Guess I'm as bright as a Bee or an Ant," and "I'm not fooled by my *extra* pay." This advertising ran in local papers with full page copy once every month. In addition, we had twenty-four sheet posters (a half showing) with one-third of them illuminated. This gave us a very good coverage for the results we were attempting to achieve.

This theme was used throughout the year 1942 and in the fall of that year we conceived as our 1943 idea a broader concept of our theme, "The Avenue to Independence."

In January, 1943, a series called "Great American Privileges," which it

was hoped would recall to the public the many privileges it enjoyed under the American way of life, was inaugurated. These advertisements were localized to a great degree, and we received the interested cooperation of churches and educational institutions which were included in the copy. For instance, in the Freedom of Worship advertisement we successfully included ten of the different denominations with artistic conceptions of the church involved. In the educational advertisement, which received many comments, we portrayed the colleges and schools in this area.

The Right to Laugh

One of the dramatic pieces of copy which was used during that year and which had an additional appeal at the particular time that it ran had as its heading, "The right to laugh—one of the GREAT AMERICAN PRIVILEGES." Quoting from this copy—"Yesterday morning a man laughed! Five seconds later he was struck across the face—five hours later he was shot . . . dead! He had laughed at the right things . . . in the wrong country!" The situation in Germany at that particular time added the timeliness angle to this piece of copy.

This particular series attracted so much attention that it was reprinted in booklet form, and the final advertisement, which was a summary outlining the entire campaign, was re-run in *Fortune*—probably the first time a savings bank had promoted community public relations through a magazine of this type. Some of the advertisements which this final piece of copy summarized were as follows:

... The Freedom to Worship as you please

... The Freedom of the Press, by which we are permitted free expression

... The Right to Lend a Hand, that the needs of any group may be met

... The Right to an Education for

everyone, provided freely by the state

... The Right to Plan for the Future, with the knowledge that in the United States those dreams can become realities

... The Right to Laugh, unhampered by fear or terroristic reprisals

... The Right to a Fair Trial, irrespective of race, creed or color

... And finally, The Right to Vote, with which we direct and control our own and our country's destiny.

As we mentioned before, timeliness was the one factor in connection with the Right to Laugh advertisement. Without entering the political arena, the advertisement depicting The Right to Vote used as its photographic background two of the candidates for high offices in New York State, each representing a different party. This received favorable comments from the two parties and gave us a background for future material.

This series, in addition to being reprinted and commented upon in the press, received national commendation when it was chosen as one of four outstanding newspaper bank campaigns for the year (from many hundred comparable campaigns considered) for inclusion in the annual Blue Book distributed by the American Newspaper Publishers Association.

Sponsors Survey

As great believers in the axiom that sound research gives a business a permanent background of ideas and products, we felt that we should include in our program the recognition of the economic difficulties which would result from the transition from war to peace. Therefore, in February of 1944 we engaged the services of a national research organization to conduct in the Troy area an exceptionally thorough, scientific survey to learn what the people of this community were then thinking and doing about the early post-war years. From the opinions expressed in this survey (and the survey is still obtainable for those who may be interested

in looking over the materials used) the bank then presented what was called The Troy Transition Plan based on the principle of "Planned Saving now—for Planned Spending Later," in a full page local newspaper advertising campaign.

High Percentage Interviewed

Every fifteenth family in the Troy area was interviewed—an abnormally high percentage for any survey. Over two thousand families were scientifically selected according to sex, age, marital status, occupation, and income groups. In this way a representative cross section of the population was drawn from every possible category. The technique used in conducting this survey has repeatedly proved better than ninety-nine per cent accurate.

The survey showed that the families of the Troy area were definitely planning to spend approximately \$57,297,900. This staggering total breaks down as follows:

- 4,560 families are planning to build new homes—for an estimated total cost of \$25,992,000.
- 2,340 expect to buy homes already built—to cost \$15,210,000.
- 13,410 intend to repair, modernize or improve their present homes at a cost of at least \$2,950,000.
- 3,300 plan to buy furniture—for a total of \$990,000.
- 4,350 want new refrigerators—to cost \$609,000.
- 3,240 want new radios—for \$162,000.
- 630 want washing machines—for \$50,000.
- 8,880 expect to replenish their wardrobes for at least \$1,776,000.
- 6,195 will buy automobiles—for \$7,839,000.
- 405 will buy or equip farms—at an expenditure of \$1,215,000.

To provide a basis for community action, to crystallize individual ideas, and to encourage their adoption, The

Troy Transition Plan was presented in a series of advertisements run throughout 1944 in the local newspapers. The first piece of copy used the heading "Let's think ahead to the time . . . *when our men and women come home from war*," explained what we could do to be sure that they would find jobs when they returned and told of some of the things that the Troy area would need. A box at the end explained how the survey was made. Further on in the series we illustrated the different items that this "saving now spending later" plan would be used for.

During the course of this campaign (1944) the bank also introduced another community service suggestion—the post-war continuation of payroll deductions, then allocated to war bonds, to be deposited as voluntary regular savings. At the bottom of one of the advertisements we had a ballot which the reader was asked to send in to the bank or to deposit in one of the ballot boxes which were located inside the bank. The two choices given the voter were as follows:

- ☐ I am interested in a post-war plan to authorize my employer to deduct a fixed sum each week to be deposited to my account in a mutual savings bank.
- ☐ I do not favor such a plan.

Ads Based On Survey

In the November, 1944, advertisements we used the heading "*How Did You Vote?*" which brought to the attention of the people of the Troy area some of the facts which were picked out of the survey. Finally, in December we used the heading "*Looking Toward Tomorrow*" with the illustration of the American family casting their eyes towards the future as they trudged home with Christmas packages and the usual trinkets of the season.

The results of the 1944 series were more than satisfactory. Letters of approval and editorial comment backed the idea, and several other cities adapted it in

one form or another to their communities.

The Troy Transition Plan, with the principle of "planned savings now for planned spending later," received coast-to-coast recognition through such media as: The New York *World Telegram*; *American Banker*; *Business Week*; *Savings Bank Journal*; Birmingham, Alabama, *Post*; Washington, D. C., *News*; Indianapolis, Indiana, *Times*; Troy *Observer*; Cincinnati, Ohio, *Post*; Columbus, Ohio, *Citizen*; Troy *Record*; Troy *Times Record*; *Banking*; Hoosick Falls *Standard Press*; *Washington County Post*, Cambridge, New York.

It was picked up by the Washington bureau of Scripps-Howard newspapers and first appeared in the Washington, D. C., *News* and then in the New York *World Telegram*. It was carried as a business story in most of their papers across the country.

Again the year's campaign was reprinted in book form with a summary advertisement of The Troy Transition Plan run in *Fortune*.

Unusual Copy Style

This principle of "Planned Savings now—for Planned Spending later," logically led to the 1945 advertising with an intensive campaign now promoting savings through direct sales appeal. But the more usual types of bank advertising had been abandoned for distinctly unusual styles of copy. In other words, we recognized the competitive demands on the consumer dollar and so employed competitive merchandising and advertising appeals.

On two different occasions the Savings Banks Association of the State of New York employed Elmo Roper to conduct for them a state-wide survey (1943-45) to determine facts about savings habits and "Why a Savings Bank" as a depository. In both of these surveys convenience of location was repeatedly mentioned as a major factor in the selection

of a bank, and one of our advertisements was built around this fact with a high visibility map and the heading "A picture-map story of *convenient banking*."

We took from the survey certain facts and used them in bringing out six basic services of the bank, which were featured one at a time. Yet each advertisement completely presented all six services.

Department Store Technique

One of the most successful department store techniques was borrowed for a message appealing directly to women and as the "Schoolmaster" wrote in *Printers Ink* of May 11, 1945, "... The Troy Savings Bank has gone a step forward, picking the woman in the home as the main user of mutual savings accounts and as an important prospect—and then appealing to that woman with layout and copy that imitate and adapt the department store technique that has been so successful."

In furtherance of the selection of unusual styles of copy we borrowed from radio as we recognized that radio is a proving ground of human interest. So the intense popularity of "quiz" programs was capitalized on in a Quiz Series of advertisements that also employed a smartly modern art treatment and a deliberately casual copy style.

A piece of copy that had a deep influence on our trustees and which created a lot of interest in the community was one headed "Tomorrow" and was signed with facsimile signatures of the Trustees of the bank. The only signature of the bank was a small, twelve-point line reading "Trustees of The Troy Savings Bank."

As mentioned previously in this article, this bank is an issuing bank for savings bank life insurance. With nothing glamorous about the selling of life insurance, we tried to get hold of an idea that would present the story in an unusual way. Our banking forefathers would shudder at the use of cartoons and verse to advertise these services. Yet it

seemed there was no better way to introduce this serious subject of life insurance and to arrest the attention of the average small-policy buyer. Banking, if it shall truly serve its community, must ever adapt its services to the changing human needs of the times.

At this period of our program we prepared a booklet showing the program for these six years entitled "The Evolution of an Idea."

One of the most unusual attempts at mass enlightenment and the dissemination of greater knowledge about a fundamental, age-old principle of security is the basis of our 1946 public relations effort. Alarmed, as many sound economists are today, by the growing world tendency toward "stateism" versus free enterprise and facing a trend toward free spending that threatens to undermine all forms of thrift, we decided to start a campaign hoping it would spread to a national crusade for the preservation of thrift.

As the first step in this unusual venture we engaged the services of Joseph Stagg Lawrence, economist, and vice-president of the Empire Trust Company of New York.

Then we utilized *Fortune* again, but this time to tell what we were attempting to do in advance of the campaign rather than to use this medium after the year's job was over. Mr. Lawrence, in accepting the assignment, agreed to write a succession of horse-sense, economic verities in a series of quarterly bulletins.

Cartoon Illustrations

The next step was the translation of these economic principles through a series of newspaper advertisements into terms that the public would readily understand. It was decided to use a completely original type of copy approaching a style so direct and so hard hitting that the importance of the message to the reader

would be emphasized by the very boldness of its presentation. Built around the campaign theme, "This May Be Your Cross Roads Year," the advertisements will be illustrated by strong cartoon treatments. To avoid monotony, each advertisement will vary widely in both copy style and illustration.

Although this campaign is being sponsored by a savings bank, all copy includes reference to life insurance and War Bonds as co-instruments of thrift with savings accounts.

Shared With Other Banks

In previous years we have had quite a few requests from some of the fifteen thousand banks throughout the country asking us if the material was copyrighted and if we would give permission for them to use it. This has given us the thought that with this type of crusade we shall find many financial institutions again writing us about the possibility of using the material which they have seen in various media throughout the country. Therefore, we are going to offer the advertisements to banks at a nominal cost which will just about cover shipping and wrapping expenses. The advertisement has been prepared in such a way that it can be run over any signature so that outside the Troy area the name of The Troy Savings Bank will not appear.

By the time this article appears the first three advertisements will have been used in Troy and the first bulletin will have been placed in the mail. Incidentally, the copy in *Fortune*, which was also used in *American Banker*, *United States Investor*, and *Wall Street Journal*, contained a paragraph offering the bulletin to any bank officer or director upon request and the responses have been most gratifying.

A bank can truly use modern advertising and merchandising as one and community relations as another of the tools of public relations.

MAN OF TROY

By IRVING W. LYON

Vice-President, Doremus & Company, New York

CROSS AN EXPERIENCED advertising and merchandising man, with a practical banker—and something unusual is bound to happen. In this instance, the “unusual” is a leader in public relations who is bringing a refreshingly new philosophy to this complicated and always-difficult profession.

No Mystery

Public relations to “Ray” is no mystery. More formally known as Raymond K. Meixsell, Public Relations Director of The Troy Savings Bank, Troy, New York, he believes in the practical application of the mousetrap theory, originally propounded by Thoreau, and more recently proved by the life and works of the late William Allen White.

For starting with a sound base of operations—one of the oldest financial institutions in the United States—The Troy Savings Bank—he has brought increasing attention and interest to that solid old American city on the banks of the upper Hudson.

“The way we look at it,” Ray explains when you catch him between flying trips all over the country, “our bank, any bank, has two jobs—first, to help its community in every possible way; and second, to help the country as a whole. That second job is something too many people overlook. If the country itself isn’t economically healthy, how can the communities be healthy, or their individuals happy?”

Of course, there’s no argument. But the way in which Ray Meixsell applies this philosophy deserves some consideration.

When Germany, during the blackest days of the war, was subjecting entire nations to the will of “stateism,” The Troy Savings Bank ran a year’s advertising campaign that stressed “The Great Amer-

ican Privileges” — the simple, homely things we in America enjoy that were then being denied to so many people throughout the world . . . with such dramatic examples as *The Right to Laugh . . . The Right to Vote . . . The Right to a Fair Trial*.

When, a year later, the tide of battle had turned, and the few far-sighted people were beginning to face the problems of human reconversion, Ray authorized one of the most thorough surveys ever conducted, to determine what the people of Troy planned to do and to spend, post-war, and then urged them to “Tell it to Troy,” so that Troy merchants might be ready to expand their employment programs as the men and women returned from war.

The result of this survey is now history. Originally planned only for Troy, it was enthusiastically accepted and adapted to their own problems by city after city. A way had been found to bridge the economic gap between war and peace, and the fact that it originated in Troy made no difference throughout the rest of the nation.

The latest barrage from Ray’s guns is described in this issue—recognizing a condition that must inevitably arise unless the American public awakens to the dangers of too-free spending.

Does it pay? The annual report of The Troy Savings Bank provides a very practical answer. But an even more important one is the nation-wide following which such ahead-of-the-parade thinking has already won.

Knows Smell of Printing Ink

As to the man himself—Raymond K. Meixsell began his business career in the composing room of a Jersey City printer,

switched mental allegiance to banking via the Bowery Savings Bank of New York City—and then jumped back into advertising for eleven years with the Byron G. Moon Agency, of Troy and New York.

A former Comptroller of the Universal Savings Bank of New York City, he is also an alumnus of the Graduate School of Banking, of Rutgers University at New Brunswick, New Jersey. At one time or another, Ray also has been: Chairman of the Public Relations Forum of the Savings Bank Association of New York State; member of the Public Infor-

mation Committee of the Savings Bank Life Insurance Council; director of all local publicity and public relations programs of the seven national war bond drives; and an indefatigable leader in city and county civic activities.

Follow Ray, physically, and you'll quickly be exhausted. Observe him, mentally, and you'll be watching a man who not only knows banking, but knows advertising and how to apply the best of both professions for the greatest good of the greatest number of people.

And if that isn't "public relations" ... well ... !

Captain Don Fernando Javier Rivera y Moncado

PUBLIC RELATIONS—1781

WINNING MEN'S MINDS to the successful establishment of pueblos in California, in the last quarter of the eighteenth century, called for a nice exercise in public relations on the part of the governing officials of New Spain, stated W. W. Robinson, Director of Advertising and Publicity, Title Insurance & Trust Company, Los Angeles. His research has revealed:

To draw settlers to El Pueblo de Nuestra Senora la Reina de los Angeles called for extended effort, clear thinking, and experience in the art of persuasion, for the recruiting grounds were one thousand miles away. Men had to be induced to leave the settled areas of Sonora and Sinaloa and travel north through an unknown country to an unknown country. The recruiting job was entrusted to experienced Captain Don Fernando Javier Rivera y Moncado.

Twenty-four settlers and fifty-nine soldiers were needed. Captain Rivera was ordered to canvass a large area, to advertise the advantages of "joining up" but not to over-advertise. Don't deceive "with offers of more than can be fulfilled," he was told by his superior. He could offer settlers ten pesos a month and

daily rations—for three years from enlistment. He could promise to each settler "two cows, two oxen, two mares, two horses, one mule, two ewes, two goats, and the tools and utensils necessary for the labors of the field."

The zeal of the government in winning men's minds is best exhibited in the governor's regulations—the "Reglamento"—issued in 1779 and receiving royal approval in 1781. Detailed instructions for setting up the pueblo of Los Angeles were given. These covered generous pay and rations to settlers, free distribution of house lots and farming land, allotment of farm animals and tools, rules for the disposal of property, and the common privileges of water, pasturage, fire-wood and timber. Settlers were to be tax-free for five years but they had to build houses, plant fruit trees and in other ways improve their land and opportunities.

A recognition of the importance of public opinion, the intelligent use of propaganda, a strong feeling for the problems of consumer relations and government relations were all displayed in the Spanish colonization system and made possible the successful establishment of the pueblo of Los Angeles.

PUBLIC RELATIONS IN THE AIRCRAFT INDUSTRY

By JOHN C. LEE

President, Menasco Manufacturing Company, Burbank, Calif.

ONE OF WAR'S LESSONS has an important continuing significance in the field of public relations for industrial groups. The lesson is one of cooperation—as the essential alternative to destruction.

When, during midsummer of last year, American planes, because of their superior design and workmanship, were winning the war in the Pacific, sudden, economic death awaited the very companies who had, through diligent effort, developed the planes which were bringing about victory.

Here is why: Section 202 of the *War Mobilization and Reconversion Act* prohibited procurement by the Army and Navy of equipment no longer essential to the prosecution of the war. The proper intent of the act was to require that government agencies stop buying war materials when these materials were no longer necessary. But as the act was written and interpreted, the Army, Navy, and other procurement agencies would have no alternative but to cancel instantly all contracts for production of aircraft and parts, as well as research and development. The world's largest industry, aviation manufacturing, turning out goods at a rate of more than 18 billion dollars a year and employing two and one half million persons, would be stopped overnight. With its vast plants idle, the industry's reconversion problems would be multiplied a thousand fold, not to mention the economic repercussions to the nation.

Just before V-J Day, President Truman, with the Attorney General's advice, issued a reinterpretation of Sec. 202, authorizing an interim procurement program. This meant that a small amount of production and a substantial amount of

research and development work could be continued, preserving an industry and a national asset, and assuring America's supremacy in the air.

And what had public relations to do with this? The answer demonstrates the importance of public relations to an industry and indicates how an industry can—and did—accomplish, through united action, objectives unattainable through single company action. The answer shows a formula for successful industry public relations.

Unity—one industry united on common objectives, while retaining free competitive conditions among its member companies.

Policy—soundly based on the public, as well as the private interest, and therefore meriting the esteem of the public.

Program—vigorously carried out to gain public understanding and support.

Unity plus Policy plus Program equals achievement in public relations.

However, before the war, this industry was not united. Most companies—those who built engines, planes, or just parts or components—paid dues into their national trade association, then failed to agree on a program in the common interest. Competition, in the days before the war, was keen. Companies fought so hard and so bitterly over the profit pie that they forgot to eat the humble pie of their dependence on public opinion.

War orders made competition for business unnecessary, and cooperation for production imperative. At this point the aircraft companies of Southern California formed the Aircraft War Production Council which soon included all the concerns of the Pacific coast. A similar association was formed on the east coast, fol-

lowed by a national council. The industry's old trade association, the Aeronautical Chamber of Commerce, (now the Aircraft Industries Association), was reorganized, with a public policy. The aircraft companies learned how to pull together on common production problems, and later—by cooperating on public relations problems—how to merit and maintain public esteem, not only in their communities, but throughout the nation.

They had learned, in effect, that on industry problems they must be one industry; that when your neighbor's house—or factory—is on fire, yours is in danger. In learning that, they achieved *Unity*.

Public Policy

Their public policy was established in April of 1944 when the aircraft manufacturers, through their association, formally adopted a forthright policy statement. It read:

"The United States should maintain an *Air Power* sufficient (in conjunction with other forces) not only to win the war, but also to keep the peace.

- 1) By maintaining adequate air forces at such strength and in such state of readiness as to preclude a successful assault upon our country or its possessions.
- 2) By acquiring and maintaining Air Bases essential to our security and that of overseas trade.
- 3) By facilitating the orderly and economic expansion of domestic and international Air Transport and of private flying.
- 4) By preserving a strong Aircraft Manufacturing Industry."

The supporting detail of the policy statement was a straight-forward declaration that the aircraft manufacturing industry believed it merited public esteem and support, and it wanted the public to understand why.

A few years ago such talk by munitions makers would have been called "War

Mongering." But stated honestly and boldly, this airpower policy statement evoked no criticism. But at the same time, it did not evoke immediate public or governmental response. It was a policy, but it needed a third element—a program.

The program of the aircraft manufacturers involved reorganization of their association for greater efficiency and a broad public relations presentation of the policy, to gain within the important segments of the public an understanding of the industry's problems.

Program Highlights

Some brief highlights of program presentation and the results will be of interest.

Congress: The aircraft industry presented its policy and supporting data, in testimony before Congressional Committees and Sub-Committees. In this action the industry was joined by the A F of L and the CIO, both unions recommending that Congress preserve a strong aircraft manufacturing industry.

Government Agencies: The policy was presented to every agency concerned. Among the results was a letter prepared by the chairman of the War Production Board and taken personally to the President, recommending an interim procurement policy to avoid the disastrous consequences of rigid application of Section 202.

Opinion Forming Groups: The widely influential National Planning Association, representing agriculture, labor, and business, examined the problem and issued an interim report, focusing attention on the dangers of Section 202.

Community Relations: Speakers, addressing hundreds of civic and service clubs, presented the policy to thousands of listeners who became an informed and understanding public group.

Publicity: From coast to coast, newspapers and other periodicals, in their news columns and editorially, presented the problems of Section 202 and the de-

sirability of maintaining American air power along with continuing aeronautical research and development.

Radio: During the eight month period preceding July, 1945, the aircraft industry's story was presented on an average of twice a week on major radio programs, voluntarily on the basis of its news or feature interest.

The program developed in behalf of aircraft industry was aimed in part at specific public groups, which are sufficiently solidified within themselves to be reached through the media or leaders of their groups. The largest of these is labor.

This quotation is typical of the results in Labor:

"The airplane has proven throughout the war to be the most powerful instrument, both for offense and defense, and

"That the United States has developed the greatest aircraft industry in the world, and

"That it is generally recognized that it is necessary to retain the aircraft industry as a major industry, and

"That there is now developing within the country a sentiment contrary to the best interests of the nation, and

"That there is now no program developed nor legislation enacted to enable the air forces to proceed on a postwar program, and

"That we recognize the necessity for a well-planned and full program for the maintenance of world peace . . ."

Labor's Resolution

With such an introduction, the International Association of Machinists resolved at a meeting in New York City—

"That the Delegates to the International Association of Machinists Convention in session in New York City on October 29, 1945, do in the interests of national prosperity, unity and defense, call upon our Congressional delegations to immediately enact legislation to allow the air forces to proceed with a postwar program embodying full experimental and

continuing technological improvements in the latest type aircraft to keep this nation always ahead in air power and to assure continued peace, and

"BE IT FURTHER RESOLVED, that we unalterably oppose the sale or transfer of surplus military aircraft for use of private airlines."

The International Association of Machinists' resolution committee, in its report specifically gave credit to the Aircraft Industries Association for data upon which the resolution was based and recommended that the report be sent to Senators, Congressmen, Press, and that it be given wide distribution *among the 700,000 members and the general public.*

Agriculture Speaks

And here is another unusual statement:

"In technical proficiency and production capacity in both the military and transportation fields, American aviation today leads the world. In order to maintain this leadership for the benefit of our country and preservation of world peace, we recommend that the National Grange support all sound programs directed toward the advancement of American aviation. Such programs should include adequate research and development of the most modern designs of commercial and military aircraft made possible by the latest scientific discoveries."

That is the text of the Aviation section in the report of the Committee on Public Welfare of the National Grange, representing millions of farm families in America.

The aircraft manufacturers have demonstrated the special significance of public relations to an industry. They no longer have their backlog of war orders but they do have a backlog of public understanding and they have the mechanism to deal with future problems. Whether or not they will be successful, depends principally on whether or not they remain unified—one industry, with policy and program.

Seeing Ourselves as Others See Us

By HARRY H. FIELD

Director, National Opinion Research Center, University of Denver

*"O wad some power the giftie gie us,
To see ourselves as ithers see us!
It wad frae monie a blunder free us."*

BOBBY BURNS may be more famous for his pornography than his horse sense, but the above lines show that he would have recognized the need for public relations counselors and public opinion polls.

If the Scottish bard had been told of public opinion polls and surveys, he would, I'm sure, have been both amazed and skeptical.

He wouldn't have thought it possible, for example, to ascertain public attitudes on questions of national significance throughout the United States by interviewing as small a sample as 2,500 people. Yet, statistically, the President and Fellows of Harvard College tell us that this is a sufficient number of cases to be within three per cent correct, 997 times in 1,000, providing the people interviewed are a true miniature of the whole population.

Being a scholar as well as a poet, Burns might have been impressed by the President and Fellows of Harvard, but if he had accepted their statistical table, he would have denied the possibility of anyone being able to lay out a miniature population that is truly representative. Of course, he lived before the days of national and sample censuses, Bureaus of Labor Statistics, calculators, and counting-sorting machines—yes, even adding machines. And it would be impossible to make opinion surveys without these modern inventions.

However, Burns would have understood one of our main problems—the wording of questions, because he dealt in the same commodity—he knew the value of words and he knew that they

could be badly misinterpreted.

While we are continually on our guard against the possible misunderstanding of the words we use, we do have some amusing experiences.

For example, the other day one of our interviewers in Texas asked a respondent: *"Do people have to be citizens to get a job where you work?"*

Quick as a flash came the answer from a fellow Texan, "No mam, they come from Georgia, Tennessee, California—all over. I never knew of my boss turning down anyone that could work."

Another time, when we were making a survey for the OPA, concerning rationing and black marketing, a Negro respondent stated, "This market I buys at is run by a colored gentleman, but white folks goes there too. I don't know nothin' about these black markets you're talking 'bout."

The word may be mightier than the sword, but as these stories illustrate, words, too, can boomerang.

We try to take the boomerang out of all our questions by testing them on the streets and in the byways. The National Opinion Research Center once made 350 interviews testing different drafts of a single questionnaire. However, the usual number of test interviews is around 50.

While public opinion polls and surveys are the most accurate of all the social sciences, and are the most valuable tools in the workshop of democracy, they are not a panacea. Perhaps because they are so young they are subject to some misunderstanding. Sometimes they are expected to do things that they cannot do. For example, Denver recently organized a Unity Council to fight racial discrimination. This Council invited NORC to make an opinion survey to determine attitudes of Spanish-Americans in Denver

toward their jobs, their experiences with the police and courts, their recreation facilities, and housing conditions.

We examined the problem. We not only thought about it, but we prepared a questionnaire and tested it among some Spanish-speaking people. We learned that most of them had better jobs than before the war. We found that just because an employer lacked any Spanish-speaking people on his payroll he was not *ipso facto* discriminating against them. We found that asking questions about the police and courts wasn't getting anywhere, and we recommended an examination of the records to compare sentences passed on Anglo-Americans with those given Spanish-speaking people for the same crimes.

As for recreation centers, we suggested comparing facilities available to Spanish-speaking people with those available to other groups, and then checking with census statistics to see if Spanish-Americans are getting a fair break. With regard to housing, we recommended using an extensive housing survey made in Denver in 1941. It showed 88 per cent of the Spanish-Americans living in sub-standard houses, and it is hardly likely that the situation improved during the war.

Facts Needed

Obviously, this wasn't a case where an opinion survey would be of much help. What the Council needed was some fact finding, and that is what it is getting.

The findings of opinion studies can be implemented several ways. For example, when NORC revealed that the average American is confused regarding "The Bill of Rights," leading newspapers throughout the country not only commented editorially upon the fact, but many printed the entire "Bill of Rights," enabling their readers to re-acquaint themselves with it. The National Foundation for Education in American Citizenship worked with clubs and schools to bring detailed knowledge of this basic

document to the attention of various groups throughout the country.

Receives Award

The study, for which NORC received an award in the field of Research from the American Public Relations Association, not only had immediate and long-term aims but also immediate results. Participating librarians have made such written statements as: "The report gives added evidence of the need for a more intensive public relations program, particularly in view of the fact that this city has nearly twice the average number of people who disclaim any interest in reading." Another stated: "I feel sure that the results of the poll will be of value in planning our work for the future." And another said, "We will find the results of the survey of very definite value to us in our work."

At least one librarian was quick to recognize the advantage of having public relations a two-way street, as provided by the survey. She writes: "We have read the Library Survey with eagerness and with apprehension. The findings have brought us both satisfaction and dismay. And we continue to bewail the fact that rarely can an individual have an 'inside' and an 'outside' view."

Some libraries are not only using our report to guide future planning, but they have enlisted the cooperation of local newspaper editors, who have built feature stories on the findings.

Other types of polls that NORC conduct are for the information of executives only. For example, during the war, the National Opinion Research Center made studies for ten different departments and agencies of the Government. Results were for administrators only—and wisely so.

If they had been publicized, there quite naturally would have been keen interest to see how they were received by the press and the public, and there might have been pressures to publish some and not others. Even war-time Government

officials are human. Furthermore, the primary purpose in making the studies might have been lost—to keep administrators informed on public thinking.

For instance, it was relatively easy to get people on the east coast to agree that gasoline rationing was necessary when they were hearing word-of-mouth reports almost daily of our tankers being torpedoed from Maine to Florida. But news of lost American and Allied shipping, being useful to the enemy, was not publicized until months later. Consequently, the rest of the country did not realize the seriousness of the situation. Obviously, therefore, it was the duty of the Government to find other means to let the people know why gas had to be rationed. As the war progressed, the reasons for rationing changed, and it was essential to let the people know this, too. First, as you will recall, it was because enemy submarines were sinking our tankers quicker than we built them; then it was the rubber shortage; and still later, rationing was necessary to prevent us, as a people, from joyriding our old jalopies into the junk pile when we needed them to get to work.

Between July, 1942, and May, 1944, NORC repeatedly asked: "*Do you think gasoline rationing throughout the nation is necessary?*"

Those answering "YES":

July, 1942	38%	July, 1943	66%
Sept., 1942	51%	Dec., 1943	75%
Nov., 1942	54%	May, 1944	72%
Dec., 1942	70%		

Majority Favorable

As you may recall, nation-wide gasoline rationing went into effect December 1, 1942, at which time a healthy majority of the people believed it necessary. If it had been put into effect while a majority still opposed it, chances are that it would not have succeeded as well as it did—except in Texas!

These surveys not only showed national thinking on the problem but also the attitudes of many different groups of

people among the population, and they provided geographical breakdowns. They revealed opinion by sex, race, and size of place—cities over a million down to rural areas. Educational, occupational, age and economic level breakdowns were available. Thus the facts of the situation could be brought to the attention of those segments of the country which were most reluctant to accept rationing.

Regional Differences

In May, 1944, for example, the percentage in various regions who thought gasoline rationing unnecessary was as follows:

Central states	. . .	25%
West coast	. . .	20%
Eastern seaboard	. . .	16%

A further breakdown showed that 26 per cent of those who had not been graduated from high school did not realize the necessity for rationing, compared to only 17 per cent of those who were high school graduates or better!

This type of analysis enables educational campaigns to be aimed at persons most ignorant of the facts with resultant saving of time and effort.

In addition to disclosing what "we, the people" think, this new tool in the social science workshop can disclose areas of public ignorance and misunderstanding. On some subjects, the public is surprisingly uninformed. For example, when NORC asked: "*Can you tell me the names of the United States Senators from this state?*" it was found only 31 per cent of the people able to name two correctly, and 47 per cent unable to name even one Senator correctly.

Opinion surveys can also gather specific factual information concerning almost any public program—revealing the kind of people who know about it and those who don't. This is the kind of information that educators or executives so often find indispensable. NORC has many such examples in its files. For instance, when we asked a national cross-

section if they had heard of the Moscow Conference—85 per cent of the men had heard about it, but only 76 per cent of the women; 92 per cent of white collar workers knew about it, but only 66 per cent of the service workers; 97 per cent of people who attended college knew, but only 66 per cent of those with grammar school or less education.

Loaded Questions

Or again, intensity of opinion can be measured. One of NORC's devices in this area is to load one question purposely in one direction and a second question in the opposite direction, and then to ask them both on different questionnaires, of two identical cross-sections. In this way, all but one variable remains constant; namely, the wording of the question. For instance, to test the stability of public opinion on world organization, before the Senate ratified the San Francisco agreement, NORC asked separate but comparable cross-sections these two differently worded questions. Note that the first one is designed to bias opinion against participation by the United States, and the second to bias opinion for joining the world organization:

"Some people say that there will *always* be wars and that getting this country into some kind of world organization would only get us mixed up into somebody else's business. After the war, would you like to see the United States stay out of a world organization, or belong to it?"

Belong to	74%
Stay out of	18%
Undecided	8%

This question suggests arguments in favor of United States membership in a world organization:

"Some people say that future wars *can* be prevented if all nations will only get together in some kind of world organization with enough power to stop any invaders. After the war, would you like to see the United States belong to a world

organization, or stay out of it?"

Belong to	81%
Stay out of	12%
Undecided	7%

On both question-wordings, a majority of every group studied—men and women, young and old, of all educational, standard-of-living, and occupational backgrounds, living in cities, towns, and rural areas from coast to coast—favor the United States joining a world organization.

A more recent example of the use of this technique is the instance of military training. One question stated an argument against conscription, in view of the military implications of the atom bomb, and the other presented an argument in favor of conscription, because of the bomb.

"Some people say that now that the atomic bomb has been discovered, compulsory military training would not defend our nation enough to bother with it. Do you think we should have compulsory military training, or not?"

Should have	68%
Should not	23%
Undecided	9%

This question suggests the argument in favor of military training:

"Some people say that now that the atomic bomb has been discovered, compulsory military training is even more important than it was before. Do you think we should have compulsory military training, or not?"

Should have	71%
Should not	21%
Undecided	8%

Stability of Opinion

Most consistent in their attitudes regarding conscription and the atomic bomb—giving almost identical responses to both questions in spite of the difference in wording—are men, adults 40 and over, business and professional people,

white collar workers, small town people, and Democrats.

Most swayed by the arguments were farmers and Midwesterners. On the anti-conscription question, 30 per cent of farmers were *against*, on the pro—only 22 per cent. On the anti-conscription question, 33 per cent of Midwesterners were *against*, on the pro—24 per cent.

In addition to showing stability and intensity of opinion through such experiments as these, the technique of presenting two questionnaires to identical cross-sections simultaneously enables the Center to study the stability of its cross-sections, by asking identical questions on both ballots. This brings us the interesting question: How accurate are opinion surveys?

The answer depends to some extent on what is meant by "accurate." If it means, do they reflect the way people will vote in an election or on an amendment on election day, the answer is that they are amazingly accurate. In November, 1944, five opinion surveying organizations—Gallup, *Fortune*, Crossley, OPOR, and NORC—all forecast the division of the popular vote within two per cent. Considering that there are several factors which cannot be determined in advance, but that don't occur in a straight opinion survey, this record seems amazing.

In an election, of course, no one knows exactly how many, or which, people are going to vote. NORC has asked many questions to determine election turn-out, but as yet has not found a way of filtering out those people who say that they are absolutely certain that they are going to vote, but who don't do so. For another thing, candidates have a habit of making last minute campaign appeals, and no survey can be made between the close of the campaign—the night before election—and election day. Or again, we know that bad weather keeps some people from voting—and who can forecast the weather accurately?

In the 1942 election, NORC made an experiment in Boulder with the aid of the University of Colorado. First, we made a regular sampling survey. Then, on election day, thanks to both parties and all election authorities, the Center had its interviewers in every polling station in the city of Boulder. After each person voted in the official election, NORC's interviewer handed him a special NORC ballot and asked him to mark it secretly and then drop it into a special NORC ballot box. At the end of the day, all ballots were collected by a committee from the University of Colorado, and counted. Of course, the questions presented on election day were identical to the ones used in the pre-election sampling survey. This experiment aimed to show whether people answer questions concerning such subjects as a national sales tax, old age pensions, and a union of nations, in the same way when our interviewers knock on their doors as when they vote on the same questions on election day. The answer is definitely in the affirmative. We were also testing our sample against the opinions of all, or nearly all, the voters. And the sample survey showed only minor differences to the election day figures.*

As Valid As Language

On the other hand, concerning the accuracy of surveys, the validity of results is more of a problem. For one thing, so much depends on the wording of the question. Furthermore, it is seldom, if ever, possible to measure the major aspects of any problem with a single question—usually a battery of questions is necessary.

But I will say this: Public opinion surveys can be as valid as language itself. This problem of validity largely depends on language, and that is why the wording of questions and the training of interviewers is so vital.

*NORC Report No. 7, *Testing Opinion Surveys at the Polls*.

"IMPOSSIBLE!"

—BUT IT WAS DONE

By REX F. HARLOW

President, American Council on Public Relations

LIKE HUNDREDS OF OTHER public relations men and women in the nation, I am a user of the *Public Relations Directory and Yearbook*. During the months when this book was being discussed I wondered what it would be like. Almost since public relations has become a recognized activity I have heard mention made of the need for a directory of the people who work in the field. Would the proposed book meet the recognized need? I asked myself. For whom would it be built? How would it be handled?

Well, when the directory arrived six months ago I went through it with the eagerness of one who had waited long for its arrival. I wanted to see who were listed in it, what was said about them, how full and complete was the information the book carried. (The publisher had used the same technique as the publisher of *Who's Who*. He had sent blanks to eligible public relations workers inviting them to submit data about themselves.)

I found the volume a useful tool. For the first time I was able, through using it, to locate many public relations men and women who before had been only names to me. They took on reality when I saw them listed in their cities and towns, in their jobs, and with their backgrounds presented. The directory contained much specific information that was helpful.

Of course, there were features of the book which did not appeal to me. I thought if I had been putting out a volume of the kind I would have done it differently in several respects. But, by and large, I took my hat off to the publisher. He had pioneered in a difficult operation. He had taken an idea, much discussed and bandied about, and converted

it into a reality. Looking at the job from the vantage point of twenty-five years of publishing experience, I realized some of the obstacles and difficulties he had met and overcome in producing the work. Here was a big job, done pretty well, I said to myself. First, the plan had been drawn up. Then it had been sold to the people whose cooperation and support were vital to its success. Next was the enormous task of gathering all the needed detailed information. And finally the book had been printed and distributed. All this represented no mean achievement.

The other day I received notice that the second edition of the directory is in process; it is scheduled for publication early in 1947. I was told that it is to be "bigger and better" in every way. There are to be about twice as many listings. The format is to be improved. Larger type will be used for the editorial matter. The arrangement and organization of the book are to be improved. In other words, the first volume was evidently the precursor to what is planned to be a long series of public relations directories.

This added to the growing interest I had felt in the publisher of the directory. Of course, I knew his name and quite a little about him. But what manner of man is he? What does he have in mind in publishing the directory? What is his philosophy of public relations? Will the directory become the tool it should, under his direction?

The above questions I have answered, in part at least. A few days ago I was in New York and stepped into the office of Mr. Uriel Davis, the publisher of the directory. The warm shake of his hand and friendly smile told me in an instant that I was going to have a good time. We

talked directory and public relations. I learned first hand something of his interest in public relations, and of his abiding desire to see the directory achieve a position of great usefulness in that field. He has a vision for his new tool. I was pleased to learn that his thinking about it extends far into the future; he is planning for many years ahead. He wants it to be a living, growing tool that will keep pace with—possibly will be in advance of—the needs and interests of the workers who use it.

Considered Impossible

I asked Mr. Davis to tell me about his book. "What is the outstanding feature of your production of the first volume?" I inquired.

"The fact that it was considered impossible," he answered with a smile. "You have no idea how many times I was told, 'It can't be done'; 'That's impossible!'; 'It will never be out on time.' And I was asked, 'Where will you get the paper?'; 'How will you find a printer?'" and so on."

As he talked I remembered that the book was started early in 1944. The war was in full swing then. Paper was virtually non-existent. Printers were taking no new customers. Bottlenecks obstructed publishing efforts of all kinds. Either a very courageous or a very foolish man was required to undertake such a pretentious job as putting out the directory. It was no wonder that Uriel Davis was confronted with so many doubting Thomases.

"I recognized all these difficulties," he continued. "But I felt that the need for a work of this kind was so great and urgent that I decided to go ahead. I believed that if the idea was right, the venture would succeed. There were times when I didn't see all the way ahead but I had faith that the people who ought to support the book would be won over. Not once did I change this view.

"I'll have to admit that at times the going was pretty rough. Often people

would say to me, 'Davis, you must believe in miracles, or you wouldn't go on with this impossible venture.' To such comments, one and all, I replied, 'I *do* believe in miracles.' And that always stopped the discussion."

I thought to myself how true to life is Mr. Davis' case. Most achievements are won at the expense of great toil in overcoming obstacles. The path to success is seldom strewn with roses—at least until after success has been won.

As Uriel Davis continued his story, I read much between the lines. Here was more than a business effort. The finished book represents an ideal, a hope of its creator. Davis, friendly, affable, earnest, sees in it a means through which public relations can come of age.

"You know," he said, "no profession achieves public recognition until it has a directory of the people who work in it. Public relations is in particular need of such a book at this time. It's disorganized. Various groups in the field are pulling and tugging in different directions. Neither the public relations workers themselves nor those who employ them seem to know very well what the score is.

"And so I figured that a directory would help settle the situation. It would list the people who are in the field, showing their qualifications and connections. It would provide the means for helping workers become acquainted with each other. It would have a thousand valuable uses."

How Project Mushroomed

The production difficulties Mr. Davis faced in producing the directory were exciting. He agreed that probably only a war situation could have caused them. However, at the same time, he is willing to admit that the project as originally conceived by him mushroomed beyond anything he had dreamed of.

The original plan called for 2,000 directory listings, some articles, and a little advertising. But, shucks! By the time

2,000 listings came in, a veritable stream was started. Soon there were three thousand. Then they were four thousand. When he finally took the bull by the horns and said, "We'll stop here, come what will," he had 6,500!

But that wasn't all. He ran into other troubles. There was the difficulty of obtaining the services of enough typographers to get his book set within the desired time. Then a strike of New York elevator operators descended upon him knocking his plans into a cocked hat. By the time this difficulty was eliminated, the paper shortage hit him smack in the face, and the final blow came when he was suddenly notified that no containers were available for shipping the books. All these difficulties delayed the delivery of the work by several months.

The Delivery Problem

"That delay was really something!" said Mr. Davis. He continued with a twinkle in his eye: "I had to be something of a tight-rope walker to satisfy those who had ordered the volume. They had paid their money and had a right to expect the directory."

He chuckled. "I began by saying that the book would be out on a certain date. Then I raised my ante a couple of months. Things went so slowly, however, that I couldn't make that stick. And so I upped the date another couple of months. But, bless me, I couldn't even deliver on that. Although I was sweating blood, and didn't want to kid the customers, I finally took one more flyer. I set a deadline—and, thank God—made it!"

He mopped his brow in memory of the experience. As I watched him I was glad that I had not been the one to go through it.

I thought of the criticisms I had heard of the book—of its type, arrangement, general makeup, etc. I wished the critics could talk with Mr. Davis as I was doing. I believed that they would say, even as I said to myself, "The directory may not be everything it should be. It has faults,

several of them glaring. But it is a book that is badly needed. Also it is a pioneer effort. Considered from an overall standpoint, it is a good job. I take my hat off to Uriel Davis for sticking to the task of getting it out. The field of public relations is certainly ahead as a result of his efforts."

Many Improvements Planned

When I asked Mr. Davis about his plans for the next volume of the directory, he spoke briskly.

"I am already well along with them," he said. "I hope to be spared the strain of meeting so many unexpected difficulties in putting out this volume. The delivery date decided on is early 1947. I really believe we will be able to lay the book down then."

"We are planning on at least 13,000 listings this time. We found out after the first volume was out that we would need to provide for at least twice as many listings in the second volume. We will have them with ease. Without even having started our organized effort to build the book, we have received nearly 4,000 additional listings. On this basis, we may have even more than the 13,000 planned."

"Several improvements and innovations are scheduled. Editorial matter, such as that carried in the first 165 pages of Volume 1, is not planned for Volume 2. It will be published as a separate book this time. Larger type will be used. The finished book should be more than 300 pages in size."

"In the directory, there will be an enlarged table of contents. And the various sections of the book will be separated by colored tab sheets."

"The amount of space devoted to advertising will be increased substantially."

"Otherwise the 1947 volume will follow in general the pattern of the first volume."

At this juncture the conversation turned to public relations. Mr. Davis has

(Please turn to page 30)

Public Relations in a Transition Period

By HOLGAR J. JOHNSON

President, Institute of Life Insurance, New York City

IN THIS PERIOD OF TRANSITION during which we are changing over from a war economy to a peace economy, there are many new and special problems requiring the attention of those engaged in public relations. Perhaps the most important of these is the shift in all relationships and in all thinking which must necessarily accompany a return to a competitive economy.

While we are reconverting to peace, we are doing so in what is generally recognized as a seller's market. Unparalleled goods shortages have precluded the possibility of any broad buyer's choice—as yet. The sales department hey-day will end—for some it will be soon—and by then our activities must be geared to the competitive thinking.

This is a new position in which many of us will find ourselves. New, that is, for our current thinking. It has been four years since many of us were involved in serious competition. For the war's duration, most of the producers of this country either had only one customer—Uncle Sam—or else were primarily engaged in trying to meet excessive demand in the face of an inadequate supply of materials or manpower. Competition all but disappeared both within each business and among all businesses seeking the consumer dollar. There was a seemingly unlimited supply of those dollars. To some extent, we were in a regimented economy. There were stipulations and limitations as to what could be made, what could be sold, the prices asked, the persons employed.

All that did something to our thinking. It affected top management, middle management, production forces, workers, salesmen—and, in fact, all areas of public relations. Four years may not seem

long in retrospect, but four years is a long period of time for any given philosophy to be impressed on the public mind without interruption. For a parallel, just think what it would mean to your own public relations program if you could have it registered on the public mind for that length of time.

It is true that there was one constructive and beneficial element in the thinking of these four years. It was not difficult to present your story and generate good will in these years. Dissenting and destructive voices were few; the common cause brought us all fairly close together; lack of competition eased the ill will which may on occasion be generated by unlimited competition; everybody was doing an all-out job to win the war and we all got to like each other to at least a limited degree. The public opinions towards business advanced to a marked degree in those years.

At the same time, however, both business and individuals lost some ground in the matter of fundamental relationships, in that the peace and harmony and good will came almost too easily. We didn't have to work hard for it. And that, as we know the component forces which make up public relations, is a harmful potential. With public relations conforming to the old formula of 90 per cent "doing" and 10 per cent "telling," we were in a period when relaxation and carelessness could materially impair the 90 per cent factor.

There are few of us, indeed, who did not see evidence of this. Who, for example, has not at one time or another, fostered a reasonable amount of irritation over some independent waiter's attitude in a restaurant or some store clerk's discourteous treatment arising from that

devil-may-care attitude which accompanies the elimination of competition both in making the sale and in holding down the job.

We recognize this condition in the flagrant acts of others. But do we all recognize symptoms in the same direction in our own areas of responsibility? Have we taken stock to make certain, beyond a shadow of doubt, that we have not permitted ourselves to assume this same tendency in our thinking?

Such an inventory would help us to bring our program of "doing" back into conformity with the demands of a competitive economy. Only this will avoid petty irritations of the present and major irritations of the future, when the buyer's market returns. The day has long since passed when a business can operate wholly as it wants to.

Liking to do business with anyone—which will soon again be the public prerogative—is dependent on more than mere product appeal today. There are at least two additional considerations necessary: an emotional liking for the business; and a better understanding of the business. Product alone, even price alone, is not sufficient. On such a basis, the public may continue to buy, but that same public may all the while be working towards action which will change the operating conditions and harm the business.

A Job For P.R. Heads

Those entrusted with the public relations of a business have a job to do in this connection. They can advantageously assume leadership in their businesses in improving and perfecting the operational details so that more of the things the public likes will be done and fewer things will be done which the public does not like. They can profitably intensify their efforts in educating the public concerning the facts about the business. This does not mean press agentry, nor propagandizing. It means sincere, honest, educational work, passing on to the public the

full facts and figures concerning the business.

And today, even the self-improvement and educational program, sweeping as it may seem, is not going to be enough, for we must remember that we are living in a wholly new era of social-economic relationships. We are in a "one world" atmosphere. This means that in the future, as never before, the idea of good citizenship is going to pervade our entire thinking; not only must the individual maintain good citizenship, but the same relationship is true for business. Every business today must be a good citizen in its community if it hopes to earn and maintain the good will and friendship of all in the community who permit it to do business by their power of choice.

Performance Requirement

This broader horizon and increased responsibility carry with them a performance requirement. A business today cannot be satisfied with just its own selfish interests. It must interest itself in the nation as a whole and all people as a whole. It must do things over and above its routine business of making and selling goods.

Recognizing this, the life insurance business, if I may draw from my own business for an example, has for the past several years undertaken numerous activities in broad public interest and not essentially related to life insurance as such. You may recall that during the war, this business has engaged in a nationwide "Keep Well" crusade, seeking to inform the people of their need to maintain a high degree of good health, when the work pressure and doctor shortage might have been conducive to health catastrophies. You may recall that this business has for some time been carrying on a nation-wide campaign against inflation, as that specter rose from the war boom and its unprecedented incomes. While there was no legal obligation to pay out anything other than current

dollars, there was a moral obligation to do what we could to see that the dollars would buy as much as possible. You may know of the medical research in the field of heart diseases that the life insurance business is now engaged in. The life insurance business has for some time been using every available means to carry to returning service men the message that they should keep up their National Service Life Insurance. As a matter of fact, the service insurance campaign might be viewed by some as contrary to the immediate objective of life insurance salesmen, and yet these salesmen joined with the companies in the nation-wide efforts to have veterans keep up their service policies. In the sincere judgment of all engaged in life insurance, this was in the best interests of the veterans.

All those activities were beyond the immediate realm of life insurance performance. They did not relate either to the underwriting of insurance on the lives of the people nor to the selling and servicing of such insurance. But they were things that needed doing. A good citizen would do his part in them. Life insurance felt that, with its many millions of contacts and its broad background of conservative, constructive thinking on security and protection, it could contribute to sound thinking on such questions.

By such work, life insurance as a business has also gained public good will. As good citizenship always pays dividends, life insurance has benefited in a broader public liking for what this business is and what it does. Such efforts will always prove advantageous in the long run, even though totally unrelated to product creation or sale.

Test For Public Relations

This period of transition is, in effect, a testing period for our business institutions and their public relations. As we have already seen, in the early heat of reconversion controversies, there are new

problems, new concepts that must be faced and recognized. Employee relations have assumed an importance never before experienced. And they will grow to even greater importance in the days ahead. Currently, every business has the problem of reabsorbing the service men into the ranks of the work force. This must be quickly, effectively and happily accomplished, even if extensive doubling up is necessary for a temporary period. Then, after the present period of extreme shortages of consumer goods passes and the unprecedented demand for many products or services lessens somewhat, every precaution must be taken by business to cushion the readjustments.

Job Is Big and Urgent

Product creation, client service, marketing methods, every department of the business faces a nation and a world materially changed from prewar days. Greater attention now must be given to competing ideologies. Much more care must be taken to fit the processes and the output to public interest and public preference. All of this is going to require the close attention of public relations officers—and the progress and activities in this work must be told to the public.

During the war, business has won laurels. Some came easily. The future will test our capacity to continue to earn such laurels. It is a time of test as to whether business and those shaping its relations with the public can earn the friendship and good will of not only its own immediate clientele, but the public as a whole.

Most important of all at this time is the necessity for those engaged in public relations work to come to a quick realization that the job is big and that it is urgent. America's democratic system of free competitive enterprise will prove itself and brush aside the criticisms and attacks of the enemies of democracy, if business recognizes this and both "does well" and "tells all" in the new competitive era.

300,000 NON-PROFIT ORGANIZATIONS —AND THEIR PUBLIC RELATIONS

By E. R. LEIBERT

Director of Public Relations, National Council of Y. M. C. A.'s, New York City

THE PUBLIC RELATIONS PROBLEMS of industry and business have been examined under the searchlight from almost every conceivable angle in the past five years. Little has been said, however, about the public relations problems of another great group of institutions which also are part of the core of our national life. These non-profit organizations—both private and public—include social work, health and welfare agencies, churches, community chests, youth agencies and various other charitable, educational, cultural, political and government institutions.

It is not known exactly how many voluntary and tax-supported non-profit organizations there are in the United States. The field is such a complicated maze that a statistical survey has never been tackled. The Bureau of Internal Revenue lists, as filing returns for the year 1944, 60,602 tax-exempt organizations "whose primary functions are non-business activities." The *Social Work Year Book* for 1945 lists 402 national voluntary agencies with approximately 83,000 local branches, units or organizations. The *Year Book of American Churches*, 1945 edition, lists 256 religious bodies reporting 253,762 churches. Thus, allowing for overlapping, there are probably 300,000 or more organizational units in the non-profit field whose basic purpose is the betterment of mankind, and whose basic job is to serve people in a multitude of ways. Each unit is a point of public relations.

What is the role of public relations in non-profit organizations?

One can speak with the greatest authority and conviction out of his own experiences. The author's experiences have

been a mixture of sixteen years in publicity, advertising and public relations work—in both business and non-profit fields. For the past five years he has been with two organizations in the non-profit field—the National Council of Y.M.C.A.'s and the National Publicity Council for Health and Welfare.

In the Y.M.C.A. his experience has been as director of a staff of from six to ten professional public relations people, and with a national committee which includes a group of top flight public relations men from business. The field of public relations service has been both national and local, to 1300 Y.M.C.A.'s.

In the second instance his experience has been as a board member and, for the past two years, chairman of the board of the National Publicity Council. This organization has a staff of seven professional public relations workers and a board composed of some of the most experienced men and women in public relations work for national and local non-profit organizations. It serves 2,000 agencies in the health, welfare and social work fields.

Before discussing some of the public relations problems common to all non-profit organizations I want to record two over-all observations—important because they involve a basic difference and a similarity between business and non-profit organizations.

One obvious difference between the two is that business operates under the profit motive, while non-profit organizations exist solely to serve people, without profit. Business takes the hard, practical road, often without much awareness of a social responsibility. Non-profit organizations, on the other hand, build their

services on idealism, and often do not go very far along the road in applying the hard, practical rules of business.

Same Principles Apply

The similarity which should be obvious—but is not to many non-profit organizations—is that the same public relations principles practiced in business are essential to the success of a Y.M.C.A., a church, a hospital or a home for orphaned children. Problems and methods differ, but the same principles must be applied in both fields.

Verne Burnett has illustrated this point in his definition of the functions of public relations:

"The functions of public relations are three: 1) to see that an organization's services are so good that they will warrant public good will and support; 2) to see that its services are so clearly interpreted and understood that people will know *why* they warrant good will and support; and 3) to see that, in the event of any misunderstanding or misconception regarding an organization's services, steps are taken immediately and effectively to correct the misunderstanding or misconception."

Growing out of these functions, two things are clear: 1) That non-profit agencies must learn some of the public relations lessons which many great business institutions have learned. (So far they have barely made a beginning); (2) That business institutions can well afford to assume a social responsibility: give generous assistance—both financially and in personal services—to non-profit organizations that make a worthy contribution to society. By so doing they serve the public interest and benefit their own public relations.

Another similarity, not widely recognized, is this: The operations of many non-profit agencies are "big business"—as big as some of the country's large corporations. To illustrate: The Y.M.C.A. has 1,300 branches in the United States.

To these local Associations and their national administrative organization the public contributes \$15,000,000 annually. Their annual operating budgets total \$70,000,000 and their capital investments in land, buildings and equipment amount to \$224,000,000.

Start down the list of other non-profit organizations and the point can be illustrated more conclusively. Agencies such as the Boy Scouts, Girl Scouts, Y.W.C.A., and other youth groups; the 256 church boards and their 253,000 churches; health and welfare organizations; and community chests certainly fall in the class of big business in their fund-raising and service functions.

Every non-profit agency, like every business, has its "publics." While business has its customers and clients, non-profit agencies have members, the people they serve or help, and contributors. What is a non-profit agency's "market?" How much is known by the agency's publics about what is being done to meet the needs of that market? How clearly does the agency recognize its publics and give them special cultivation? These are questions which too few non-profit organizations have considered in light of their public relations implications.

More Attention To Personnel

Many non-profit organizations have been adept in analyzing program and service areas, but few have applied the principles of public relations analysis to their total operations. Especially in the personnel area is this true. Although the Y.M.C.A. has made a beginning in solving the problem of public-contact personnel—through clinics, manuals, bulletins and other methods—here lies one of its most vulnerable spots. The same is true of most non-profit organizations, for three reasons: 1) low salaries paid to those in key positions of contact with the public; 2) failure to realize the importance of careful selection of personnel for contact positions; 3) not enough attention to

training in job-requirements for "front" positions.

The front desk in a Y.M.C.A. is just as much a key to public good will as the front desk in a hotel or public utilities office. A half-million contacts a year can create a terrific public impact for good or ill. So can a half-million telephone calls, or a hundred thousand mail contacts. Workers in these areas make ten times as many contacts as do the "professional" workers—the executive, the case worker, program director, supervisor or administrative officer. Every aspect of their work should be given top rating in public relations importance.

The maintenance of buildings and equipment has public relations aspects as important to non-profit institutions as to profit enterprises. Failure to keep property and equipment in good repair—due to lack of funds or a mistaken idea of economy—creates a poor impression and results in loss of public confidence. Most national organizations in the non-profit field now make budget provision for upkeep and replacement of equipment. Public relations may not be as much in mind as the preservation of an investment, but the result is a better public impression.

Housekeeping Important

Another sin is compounded from dirt, carelessness, bad taste and poor imagination. Where will you find a more unfriendly atmosphere than in the reception rooms of certain organizations operating in the name of charity or the welfare of people? And Y.M.C.A.'s are not to be excepted. Although the "Y" has been working on this problem for years, in some communities friends are still being lost because the public relations importance of cleanliness and a warm, inviting atmosphere has not been grasped.

Every non-profit organization, like every business, has a product or service to sell. But it is surprising how many fail to realize this when it comes to telling their story through various forms of publicity

or interpretation. Agencies seem to have an over-developed sense of modesty; a philosophy based on the false premise that "if we do a good job, we don't need to tell anybody about it or expect credit. The credit is in the doing." That is a beautiful philosophy up to a certain point. There is a definition which says "public relations is 90 per cent what you do and 10 per cent telling about what you do." A ninety per cent formula won't work in the non-profit field any better than it will in business.

Competition is a strong factor in business. In the non-profit field the objective is to avoid competition—to prevent overlapping or duplication of services—and public opinion asserts itself to see that this is observed.

Has a Head Start

A non-profit organization starts out in an enviable position to win public good will and support because its sole reason for existence is to serve people. People support charitable and welfare agencies on a *voluntary* basis because they look upon them as instruments of service to needy people. This *favorable* attitude can mean much to a non-profit organization if it realizes its public relations responsibilities. The trouble is that many do not realize them.

On the other hand, people sometimes express their right to be *unfavorable* toward the policies and services of a non-profit agency because it *is* public-supported. As stockholders they have a right to kick. (The delightful paradox is that the biggest kicks usually come from people who are not contributors.) When this occurs it is due to poor relations, if not in the policy or service areas, then in the area of interpretation.

The emotions and prejudices of people are equally the hazard of non-profit and business organizations, but in the non-profit field they are more often related to social and political questions; to religious beliefs and practices; to racial issues and

other matters which feed the individual's spiritual, mental and emotional life. Prejudices are usually deeply-rooted, hence difficult to deal with.

There is a difference between giving money as a goodwill contribution and paying money for a tangible commercial product or service, and it leads to some interesting problems in public relations and interpretation for the non-profit agency. People buy a product because they need it. They personally don't need the services of the charitable or welfare organization they are helping, so it becomes easy to drop it from their financial budget if they take exception to its policies. The sense of social responsibility in many people is gossamer.

When social, racial or religious issues are involved, the non-profit organization's problems may rapidly reach a volatile state. For instance, when a national radio commentator castigated the Y.M.C.A. for some of its services to prisoners of war, the public's attitude flashed—quickly critical and highly emotional. It took quick work, and a large volume of interpretation of the facts to overcome these emotional reactions. But eventually the "Y" obtained ten times more constructive interpretation and good will than it possibly could have developed had the criticism not occurred. This experience proved Mr. Burnett's point about criticism, and further proved that if an organization's policy is sound the public will rally to its support *when it knows the facts*.

A Difficulty

Public relations people representing non-profit agencies must sometimes walk a tight rope when hot issues are involved. The difficult question to decide is how far policy is forging ahead of or lagging behind public opinion. This is particularly true when an organization, represented in all parts of the country, operates with loose national controls. For instance, the Y.M.C.A. *nationally* is thoroughly com-

mitted to the improvement of race relationships and to promoting that cause at every opportunity. Yet with 1,300 *local* Y.M.C.A.'s, in virtually every city of 25,000 or more population, and with local autonomy the rule, how can that policy be *uniformly* followed—especially when the temperature of public opinion varies widely in different sections of the country? The answer is that it cannot. The public relations problem, then, is to determine how, and when, and where advances can be made toward the policy goal, allowing for wide variations in public opinion. It is a ticklish problem too, when the press and radio can carry controversial items across the land and into the most remote regions almost instantaneously.

Another Problem Area

There is another serious problem area in most non-profit agencies. It involves the concept and status of public relations within the organization. There are several aspects to this problem, as I view it:

1) The executive heads and policy making groups of most non-profit organizations have not yet accepted public relations in principle or in practice as equal in importance to other major operating divisions—personnel, program and financial. They have not accepted it because they don't understand it. If its true functions and values are not interpreted to them the fault is ours. No customer buys a product until he is sold on it. The problem of the public relations advocate is to sell the executive heads, and it won't be done at one sitting.

2) Executives often think that public relations people in non-profit organizations are interested only in volume publicity, and capable only of feeding the mimeograph machines with material which they have little or no decision in selecting. Too often public relations workers are not given status, title or remuneration in keeping with their stature and their job. They work in the dark, are

not permitted to sit with boards and other policy-making groups; are not permitted to voice opinions on the public relations aspects of problems being considered. This is no grinding of a personal axe, for in the author's organization such is not the case.

3) There is an aversion to publicity in most non-profit organizations. In some it amounts almost to a "cancer complex." It is related partly to the philosophy of doing a good job but letting credit rest in the doing. It is not beneath the dignity of any organization to tell its story in every legitimate way as widely and effectively as possible. Business long ago learned that lesson.

4) Modern advertising technics, soundly applied, can strengthen the structure of any non-profit organization. Usually, however, there is a reluctance to make any substantial investment of funds in public relations services, or in direct publicity or interpretation of any kind. This is due, in part at least, to the mistaken conception—a carry-over from earlier days—that contributors to non-profit agencies are watching with eagle eyes for the first sign of any attractive printed matter or publicity that can be attacked as a waste of money. The war-time campaigns for U.S.O. and the National War Fund should have laid that ghost low. These great fund-raising enterprises were guided by business men who realized the importance of investing substantial amounts in public relations and interpretation—subsequently justified by public opinion—to win public support for a cause.

5) There is pioneering to be done by non-profit organizations in the field of sponsored advertising of an institutional character. There is no stigma attached to a good advertising tie-in—whether newspaper, radio, magazine or motion picture—if sponsored by a respected business or industrial concern which recognizes its social responsibility and is willing to keep its relationship institutional.

A Social Responsibility of Business and Industry

6) Finally, many non-profit agencies do a good job and would like to interpret their services but simply do not know how. They are aware of this and are open to the public relations approach but need help. I suggest that business and industrial concerns, and public relations people engaged in these fields, have a social responsibility to non-profit agencies. Help can be provided in two ways: First, in the form of financial support from corporations, with contributions designated for public relations use. And second, through personal help—advice and even technical assistance on a voluntary basis—in developing public relations plans, special projects or specific jobs. This latter suggestion has proved practical for the Y.M.C.A., resulting in values far beyond anticipation, through the formation of Public Relations Committees made up of men professionally engaged in public relations, advertising or publicity work—or business men who have a "public relations sense." There are 600 such Y.M.C.A. committees now operating, with a membership of 4,000.

THE REMEDY

"I know of no safe depository for the ultimate powers of society but the people themselves; and if we think them not enlightened enough to exercise their control with wholesale discretion, the remedy is not to take it away from them, but to inform their discretion by education."—THOMAS JEFFERSON.

SEMANTICS—Phooey!

By EDMUND A. CUNNINGHAM

Manager, Public Relations Department, Shell Oil Co. (Pacific Division)

THE TIP-OFF ON THE SEMANTICISTS is the fact that they use words like *semantics*.

I have a 1596-page dictionary that has stood me in good stead these many years, and the word *semantics* isn't even in it.

Here's an excerpt from a book on semantics:

"*Intensional orientations* are based on verbal definitions, associations, etc., largely disregarding observations as if they would involve a 'principle' of 'talk first and never mind life facts.' *Extensional orientations* are based on ordering observations, investigations, etc., *first*, and the verbalization next in importance."*

Here's another:

"If the language we use is to be similar in structure to a world of differences and unique individuals along with the similarities which may be abstracted, then we must find a method for using our language to represent both characteristics."†

They use words like "dichotomies," "non-allness," "philology" and "referent," to mention only a few.

You mightn't guess it from the obscurity of the words they use, or from their cumbersome modes of expression, but what they're driving at is that those who use language to express thoughts should exercise care to do so clearly and understandably.

No one in public relations work will quarrel with that premise. That's our business. But I wonder if the semanticists have the right approach for our purposes. I raise the point because it has become quite fashionable among writers on public relations to urge the study of semantics as a means of mastering writ-

ten expression. I wonder if it really is the road to clear, expressive writing. Surely the ponderous utterances of the semanticists themselves belie the suggestion.

I think the fallacy lies largely in the fact that the semanticists' methods are coldly scientific and logical. Some of them actually employ mathematical formulae. The results they achieve are usually as cold and scientific as their methods. Their writings are as colorless as Basic.

I'm looking at this thing from the viewpoint of public relations. Our job is to influence people's thinking. That's not a scientific undertaking. It's an emotional one. Surely we should use language that appeals not to logic but to the emotions. You won't sway emotions if you write by formula.

The semanticists start with exhaustive analyses of words and their derivations, their meanings and uses. Now I'll grant that an adequate vocabulary and fairly precise knowledge of the meanings of the words that comprise it are essential equipment for a writer. But their importance can easily be over-emphasized. Many people with extensive vocabularies are tiresome writers. It may even be that they are tiresome *because* of their over-developed vocabularies. Others with limited vocabularies write clearly and interestingly.

I suspect that effective writing requires the possession of only a reasonably sized vocabulary. And as to precision of meaning, that's easily accomplished by occasional reference to a dictionary or thesaurus.

Skill in writing lies not so much in *knowledge* of words as in *effective use* of words. As public relations workers, whose primary task is to influence thought, we

*Alfred Korzybski, *Outline of General Semantics*
†Irving J. Lee, *Language Habits in Human Affairs*.

would do well to examine the writings of those who *have*—throughout history's course—swayed men's minds, the works of Moses, of Plato, Jesus Christ, Voltaire, John Knox, Adam Smith, Thomas Paine, Jefferson, Lincoln, Churchill and countless others.

Their writings show that they were not only men of great character and force, great thinkers and great captains, but also that they expressed themselves with great power. We find a solemn simplicity running through their written works, cadences, rhetorical effects, and all the various persuasive devices that distinguish great from commonplace prose. Given their other gifts, but stripped of their powers of forceful expression, it is doubtful that they would have exerted their powerful influences on the course of world events.

Even the writings of the false prophets are worth study. Can you remember when you first read, or tried to read, *Mein Kampf*? Didn't that dull, heavy ranting, full of obscurities, suggest a confusion of thought, a falseness of premise, and a misunderstanding of human impulses that could lead only to the disasters that Hitler brought upon his people and upon mankind?

But even more necessary than reading is *writing*. If you want to write effectively you must write continuously. Only by tedious trial and error can you acquire skill of expression, and when acquired its fine edge must be preserved by constant use.

Not An Easy Task

Most effective writing, at least of the kind that public relations requires, is done by the sweat of the brow. There may be those who can ring for a secretary and dictate something worthwhile on the spur of the moment. If there are, they are few, and by no means typical of the great majority of public relations people. My own observation is that most of us regard writing not as a tiresome chore to

be relegated to subordinates, but as a professional skill in which we find continuing satisfaction, and for which we are willing to submit to its inescapable travails.

There is no better way to discipline mental processes than to subject them to the test of cold, impersonal black and white. Much ineffective writing stems from fuzzy thinking. And as a rule you will find that when you encounter difficulty in expressing what you want to say, it's because you are not *sure* what you want to say. You haven't thought it out carefully.

Sound Thinking Needed

The very soul of persuasive writing is sound thinking. No half-baked premise, no faulty logic can ever be transformed by rhetorical device, by clever choice of words, by *semantics* if you please, into anything but what it is.

You can, if you want, turn the writing over to your staff, and it will save you lots of time and effort. But when you do you will be giving up something that a public relations man can ill afford to sacrifice. Writing is as much a part of the equipment of public relations as it is of journalism. What great editor, regardless of the heights to which he rose, ever thought he had outgrown the role of writer?

Usually, public relations writing is intended to produce an effect. If it produces that effect it has served its purpose, and in that important sense it is *good* writing. You can get a quick, easy check on the effectiveness of what you have written by showing it in draft form to a few people. Their reactions will reveal clearly whether you have expressed yourself well. They can agree with what you have said, or they can disagree. They can agree or disagree mildly or emphatically. Whatever their reactions, you can quickly tell whether your *opus* has accomplished your purpose.

Don't mind if they edit your copy.

They're bound to do so. They'll relocate punctuation, substitute synonyms, delete, add, revise, and generally take it apart and put it together again. Your president will do it and your office boy will do it. They'll put aside their most pressing tasks to do it. And they'll feel very flattered that you gave them the opportunity. But you don't have to pay any attention to their editing. It's their reactions and their ideas you are after. Invariably you'll find them helpful.

Maybe I'm severe with the semantists. If I am it is in the hope of demonstrating that their works and pomps have little significance in public relations. Perhaps their efforts have value in other fields. I hope so. But I have a conviction that to tell newcomers in *our* field that semantics is an essential tool in their kit is to delude them. Let's have no more of this semantics build-up. Let's take a practical approach to the job of writing.

I say "Semantics? Phooey!"

"Impossible!"— BUT IT WAS DONE

(Continued from page 19)

some very definite ideas on the subject, I found. They are based upon years of interest in the field. He is deeply concerned over the problems of public relations and has a conviction that the profession is just beginning to realize its great potentialities. He is eager to do his part in helping it achieve the recognition it deserves.

"The first big need before public relations today," he said, "is to draw together all groups and organizations into one big, powerful association or group. Public relations cannot expect to have the respect and confidence of the general public if the people who work in the field cannot develop a united front. All of us who are interested in public relations ought to do everything we can to bring about unity in the ranks. The longer we put off this move the more it will cost all of us.

"Nearly every trade, industry and profession which has become powerful has a single national organization. This is not because all members may want it, but because needs demand it. In carrying out their programs members must have effective tools to work with. Of course, I think that one of the most important tools is a directory through which they are able to develop a knowledge of one another's activities.

"Another need, one which faces public

relations workers in particular, is to educate management on the function and services of public relations. The most effective way to do this is to inform management of the actual mechanics of the profession. This can be done both individually and through organization efforts. It's a program that everyone in the field ought to adopt and work for with enthusiasm.

"I want to make available all my resources and efforts in aiding the sound development of public relations. In publishing the directory I keep this idea uppermost at all times. I look to the workers in the field to help guide the development of this tool so that it will do the most for them. Although I am publisher of the book, I look upon every public relations worker in the land as being my partner in producing it."

I left Mr. Davis' office with a conviction of his sincerity. When I thought of the tremendous importance to public relations of the tool he is building, I was glad that its development is in the hands of one whose sense of responsibility to those he is serving is strong. I believe his Volume Number 2 will be a better product in every way than his Volume Number 1. His many "partners"—the public relations workers of the land—will no doubt help see to that.

THE WEATHERVANE

By VIRGIL L. RANKIN

Public Relations Consultant, San Francisco

And This Is America

Strikes, strikes and more strikes! Automobiles, steel, electrical . . . and now the prolonged soft coal shut-down. Today we find the wheels of American industry slowed almost to a complete stop and unemployment mounting by the thousands hourly; dimouts extended to a multitude of citizens and the White House; theatres closed in many areas; embargo on freight and a 50 per cent passenger cut coming up; steel mills banking furnaces, laying off more men. When will it end? Where will the next explosion be? How long will the public stand for it? Or, does the public approve?

Utopia

Here's the bill of goods that organized labor is selling—a fairyland complete with rainbows and pots of gold: Full employment, equal pay for all workers in an industry *regardless of differences of productivity*, elimination of piece-work or other incentive systems, a thirty-hour week without reduction in pay, longer vacations with pay, complete employer-financed social security, a guaranteed annual wage, low prices on all commodities coupled with a voidable wage contract if prices rise. These items, among others, are contained in the statement of policy issued early this month by Walter Reuther, head of the United Automobile Workers Union, who is said to represent the majority opinion among today's labor leaders. Head of a powerful pressure group he is mobilizing UAW membership in support of CIO's political action program . . . and many Congressmen, looking toward November elections, are playing along.

Well, this is labor's program. And labor is going about selling it with a skill challenging to private enterprise.

Five Minutes To Twelve

It would seem that clear cut battle lines have been drawn. Two faiths are meeting in conflict—a belief in an expanding freedom and responsibility for the individual versus a belief in an increasing authority for the state.

Private enterprise, resting on its laurels, is losing this battle by default. Its leaders still believe that their only job is to produce a better mousetrap at a lower price. Robert Wood Johnson, chairman of the board of Johnson & Johnson, N. J., puts it this way: "Employers are guilty. The truth is, we stand convicted at the bar of public opinion. The verdict deals with crimes in the field of human engineering. . . . We face a rather odd equation wherein the public believes in our products but chooses to give us a vote of 'no confidence'."

What Shall We Do About It?

Joseph Staggs Lawrence, economist and vice president of the Empire Trust Company of New York, places our economic problem right smack dab in the lap of the individual businessman. He says: "Within the body of American business leadership is a core of tough, vigilant intelligence. It recognizes the presence of revolution. It knows the complaisance of its own group. It sees the impotence of organization effort. . . ."

"The men with the greatest interest in the case for economic freedom are trying to state it through combination and factoring. What finally emerges is a generalized demand for reconversion, higher production, lower taxes. Inflation and economic controls are condemned. Even about these elementary objectives acid controversy rages within the ranks.

"The alert business man who will not default, who notes the hour and the limi-

tations of large-scale presentation must be his own advocate. If he hopes to survive he must state his own case. Some of the energy and money spent to explain the virtues of his mousetraps to the public must be used to explain his right to produce them and the interest of the public in that right."

Pernicious Anemia

"Since the war public opinion is still supporting political and union action which threatens to squeeze the profit-and-loss system, the investors of savings, into a condition of pernicious anemia. Not only are *any profits* a signal for attack and confiscation, but the purchasing power of the interest or dividend dollar is also being vitiated." Thus editorializes Christian Luhnnow in *Trusts and Estates*, (April).

He goes on to outline what he terms the "fundamental and urgent job" for trustees (corporate managers, bank and insurance officials, fiduciaries). "Trustees," he writes, "must reassume financial leadership in their own communities . . . must see that the facts of profits and investment are ones to be proud of, and then see that these facts are brought *interestingly* to the attention of their fellow townsmen. We can't wait for a change in public opinion—we'll have to get out and get under."

A Tithe

When a company has a strike on its hands it is not the time to begin advertising to inform employees and public about issues, believes Herman V. Steinkraus, president of Bridgeport Brass Company.

Author of the lead article in *Printers' Ink* (May 3), Mr. Steinkraus maintains that most strike advertising is a waste of money; that you can't start talking economics and labor-management problems "all at once" with the public when it hasn't even been educated to understand the terminology of union-management negotiations. He recommends that Amer-

ican business "allocate regularly 10 per cent of the money, space and time which they have budgeted for newspaper-radio-magazine advertising to tell the American people some plain economic truths."

Let's Look at Profits

To give a readily understandable picture of private enterprise and correct prevalent misconceptions of business profits, the *Story of American Business* has been prepared by Corporation Reports, Inc., of New York City. In the form of illustrated full-page articles this monthly series is syndicated to corporations for reproduction in their employee publications. Material contained in the articles is based on facts obtained from the Bureau of Labor Statistics, the SEC, U. S. Treasury Department, Department of Commerce, as well as individual corporation reports.

First of the series, entitled "Let's Look at Profits," contrasts what profits really are with what opinion polls show to be the consensus—a difference of 26 per cent. Other titles: "Meet the Boss's Bosses," "Tools Deserve Wages, Too," "Where Does the Income Go?," "Men with Machines—and Without."

Chief Reliance on Personnel

The Standard Oil Company of New Jersey in its annual report to stockholders carried a statement of principle, by the firm's board of directors, from which the following paragraphs are excerpted:

"The strength of any nation like the strength of any company is in its people. High standards of living, like high wages, are a product of enterprise—and enterprise grows best in a soil of freedom for the individual. . . .

"In the future, as in the past, the company will put its chief reliance . . . on an exceptional personnel. The company feels that its greatest asset today . . . is the high character and ability of its people."

Its Worst Fault

"Whatever faults our business system has, its worst fault is that it is not under-

stood," writes Samuel B. Pettengill in *For Release*. He further comments that "everything shows that the rank and file want to be fair to business."

Evidence of the truth of Mr. Pettengill's comment is found in the recent poll which discloses that the general public believes auto manufacturers' average profits to be 24 per cent. Actually they run from 4 to 8 per cent.

The same public believes that a fair profit would be 12 per cent.

More proof. *Railway Age* took a similar poll of railway employees. Fifty-three per cent of the railway men who had any opinion on the subject thought that the railroads made from 25 to 75 per cent on their investment in the recent wartime year of 1944. The fact is, however, that the profits of all railroads combined for that year were slightly over 4 per cent.

Profit-Sharing Plan

Seeking a solution to employer-employee relations problems many companies have in the past developed profit sharing plans. A recent analysis of profit-sharing plans concludes with the statement that profit-sharing has made no substantial contribution to the improvement of employer-employee relations. Actually, according to the report, many plans have been terminated by strikes and employee demands for higher wages; between $\frac{1}{3}$ and $\frac{1}{2}$ of all such plans established in the United States have been discontinued because of lack of interest on the part of employees or because employers were dissatisfied with the results.

Reason Why

Perhaps the reason behind the failure of so many profit-sharing plans is summed up in Robert Newcomb's article in a recent issue of *Printers' Ink*. Mr. Newcomb, having attended a certain union meeting, tackled the president of the company, and in his article gives an amazing picture of the poor selling job that particular company did with its employees.

"The chief error is that this company

instituted benefit after benefit but never put a selling effort behind one of them," Mr. Newcomb says, and goes on to give a graphic account of the unwitting errors of management. He urges more intelligent use of the employee magazine to establish closer harmony between the front office and the man in the shop.

Wartime Records

Among the many case bound books describing corporate war activities two recent editions stand out prominently.

"Shell . . . Soldier and Civilian" published by Shell Union Oil Corporation and Associate Companies, tells an interesting story of how Shell charted its wartime course. The foreword contains this graphic statement: "There's no gray in fighting a war; it's either black or white." The balance of the book is devoted to illustrating Shell's adherence to this policy in its own wartime activity.

The second volume, "Bullets by the Billion," published by Chrysler Corporation, is a story of the wartime activity of its plant in Evansville, Indiana, which before the war produced automobiles and was quickly converted to the production of ordnance equipment of many kinds. The story, interestingly told, is profusely illustrated in black and white and full color half-tones.

A Sales Medium Too

For nearly four years Union Oil Company of California has been using the daily newspapers throughout the Western states for continuous copy stressing the advantages of private enterprise, telling where the money goes; who owns Union and how the company contributes to our entire economy.

According to a report in *Editor & Publisher*, the campaign, started as a public relations job, has paid out amazingly as a sales medium. Customer reaction, the report states, is summed up in this way: "We don't believe there's any difference in gasoline and we like Union's attitude."

Why 97 Per Cent Remained On The Job

By BEN S. TRYNNIN

Research Director, American Council on Public Relations

THIRTY YEARS of harmonious labor relations among co-workers of one of southern California's largest food manufacturers and distributors recently resulted in a spectacular demonstration of employee loyalty.

A picket line representing several AFL unions attempting to unionize employees of Van de Kamp's Holland-Dutch Bakeries and restaurants was formed.

The intense loyalty of the co-workers was shown when only 3 per cent—23 of 636 plant and coffee shop employees at the main plant failed to walk through the pickets to their jobs.

Those of us who had spent some years in studying the ramifications of the labor-management struggle in our particular community became extremely interested in the background of this industry which has 130 stores and 2 restaurants in and around Los Angeles.

For we had become accustomed long ago to the diverse strategies of labor union organization. We had discovered, after a long experience, that it was not really necessary for employees to be facing troublesome conditions, or a downright bad working environment, to yield to the importunities of ambitious young organizers.

It was in the human nature of men and women, harnessed to the industrial discipline, to chafe at the necessary restrictions of economic life. Even high-priced executives sometimes revolted, although they did not call it "industrial unrest" but merely *ennui* or *carrying a load*. Where the high-priced executive went golfing or hunting, the less privileged employee jumped at the opportunity to take a few days off "on strike," with a feeling that he could not emerge—under the new scheme of things—a loser.

All that was necessary was to get a sufficient number of names signed up on cards, requesting an election (under NLRB auspices) or—failing this satisfaction—a strike vote. And, presto, the world was thrown wide open. In tune with the modern trend, an excursion for strike purposes partook of a messianic mission. It was far from culpable in the public eye.

Therefore, this sudden departure from the accustomed mode came as a shock to us.

Through the grapevine—which pervades the management as well as the so-called labor world—the news spread with lightning speed: a picket-line was thrown around Van de Kamp's—the largest food chain in the area—and *only 3 per cent stayed away from work!*

The bewildering comeback was:—*why and how come?*

To answer this question, the writer was asked to visit Van de Kamp's to investigate the prevailing situation and analyze the conditions encouraging such high level of employee morale that a "union labor drive" was momentarily repulsed, and a picket-line—an institution gaining a sacrosanct sway in this community—was almost entirely ignored.

The writer accepted this assignment for two reasons: First, such demonstration of employee allegiance to its management was acknowledged to be a rare one in these days of postwar labor relations. And labor relations is only one phase of public relations—those relations of industry affecting its employees. As research director of a large employers' group, this writer had seen many instances of attitude-surveys conducted among plant-employees which indicated a high morale state, but which wilted in a

Job

to get a
ned up on
nder NL-
tisfaction
he world
with the
or strike
mission.
he public

ure from
a shock

ich per-
the so-
ead with
thrown
est food
er cent

:—why

writer
s to in-
nd ana-
ch high
“union
pulsed,
gaining
nity—

ment
nstra-
man-
a rare
rela-
y one
ations
s. As
oyers’
y in-
ucted
cated
l in a

few days before the onslaught of trained, aggressive labor-union organizers. He had only recently been East, and in New York was told of an organizing drive conducted in a nearby plant where employee morale was high, and the labor organizer was re-buffed because he could find nothing wrong with wages, working conditions, hours, etc., but finally discovered that the plant did not contain any Coca-Cola dispensing machines, and so he made an issue of it in order to rally a crusading spirit and organize the workforce. It seemed to this writer, regardless of the authenticity of this Eastern anecdote, that “organizing” was in the air, that strikes were a timely symptom, and the momentum had achieved a nationwide sweep which brooked no curb at this time.

Second, this writer was well aware of the fact that the management concerned had followed out a policy of “unrest prevention” as had long been espoused among local employers, but which did not seem—generally—to work. The question: why, in this case, *did it work*?

No Milling Mob

On a certain Tuesday morning, he drove up to V’s headquarters, and, timidly apprehending difficulty in driving through the picket lines, he parked his car about a half-mile away and approached the plant premises on foot. He anticipated the scene of a milling mob around the plant gates, tin helmets and flying bricks.

But he found only a half dozen older men lazily parading along the sidewalk, bearing signs that told: “V’s EMPLOYEES ON STRIKE—THIS IS AN AFL PICKET LINE—PLEASE DO NOT CROSS.”

Over the front entrance of the plant, there was a gigantic sign that talked back: “97 PER CENT OF OUR EMPLOYEES ARE NOT ON STRIKE.”

The larger sign could be seen for a quarter-mile in all directions.

Through the front door of the plant,

employees—mostly girls—were traipsing to and fro; and, as this writer entered, he met no interference, or even question, from anyone on duty. A man could have walked in to create a disturbance, it seemed, and the management, apparently, was willing to afford him free access.

“How come?” was the first question fired at the vice president of the company. “Everybody is wondering about this ‘strike’ of yours. What’s the magic?”

The vice president is a young man barely in his forties, and a genial sort. For one thing he’s president of the Ad Club, and such men do not gain elections by being anything less than genial.

The Real Thing

“No magic,” he replied, “we simply follow good industrial-relations practice. But it’s not the synthetic kind. It comes from the heart. Our president was a co-worker himself, right in this business. And he has a feeling for people. He’s president of the crippled childrens’ society in this town. And he could not be less considerate of his own co-workers, could he, when they help to provide the bread and butter he lives by?”

He told me an interesting story about V’s founding and its development. In 1915, a tiny bakery on Hill Street, in downtown Los Angeles; three sisters, a brother, and a brother-in-law. The president was the brother-in-law. Everybody in town knew that story: it had been well publicized in print and by word-of-mouth. One of the sisters devised an idea of Dutch costumes for themselves to wear behind the sales counter. One of the boys dreamed up the idea of a Dutch windmill, to signify the “Dutch bakery” type of operation. As the city grew, following the end of World War I, this chain of bakeries grew, expanding from a \$200 shop to its present \$2,000,000 dimensions. Its wide-flung domain has been viewed proudly by old-timers as an outstanding example of a Los Angeles backyard enterprise which had reached its goal.

Naturally, such Cinderella industry, where the founders—still in their fifties—continued to work at their desks, and could walk through the plant waving “hi” and “how’s Cousin Elsie?” at their employees, could not be held up to labor union recruits as a vicious example of Wall Street mammonism. The vice president, who told me the story, began to work there himself as a *part-timer* while going to high school. He helped behind the counter and in the shipping room. Every present-day executive had worn an apron or overalls in his day.

That, it seemed to this writer, was one significant characteristic of a firmly-knit organization: every man in the ranks of leadership carried the earmark of being “one of us.”

Co-workers

“Somebody in our organization knows somebody else very closely,” was another statement made by this vice president. “Our employees recommend their friends and neighbors. We have managed to retain a certain homogeneity of type among our co-workers.” He seemed to roll the word “co-workers” off his tongue as if by second nature. Evidently, it was a term in common use around the plant.

As every Los Angeles man and woman knows, the peculiar characteristic of every employee behind a *V* counter is the fact that “they don’t look like store clerks.” Rather, they appear to be girls and women you are accustomed to meet on your own front porch, or in the neighborhood church, or any place other than a night-spot or fashionable dancing academy. They smile naturally, and give free cookies to the kiddies (some of whom are now grown to be debs and young matrons). They’re apt to give a motherly or otherwise friendly word of advice to a housewife bewildered by a family entertaining problem. Certainly, they are not over-glamorized, except in Nature’s own way; and one gains the impression that the personnel manager selected them as

carefully as a Ziegfeld casting director would choose his females, although not for the same traits.

“Our co-worker selection problem has always required our most painstaking care,” was the way this executive put it. Before the war, according to a company statement, about 500 applicants were examined before one was hired. Nearly all are high school graduates, and a few are college trained.

In Los Angeles, before the recent war-influx, it was a common sight to see *V* employees whose refinement and culture radiated from their uniforms and aprons. The ordinary “proletariat” atmosphere was utterly lacking in many cases. It was apparent that they came from refined homes in the neighborhood, and if they could be said to be “class conscious” in any manner, they were “middle-class conscious” because they came from that stratum of local society. Of course, some will say that middle-class consciousness is truly representative of America outside of the greater Eastern metropolises where social stratification has reached a sharper edge than in the average typical Western community. That may be so.

Another Characteristic

At any rate, this other characteristic was apparent: *V*’s employees were carefully selected, and most came by recommendation of present co-workers, and they were homogenous in many ways—particularly in the fact that most came from the so-called “middle class” social stratum.

“We are careful to avoid any reason for our co-workers to have any sort of inferiority complex around the place,” was the way this writer interpreted the next statement made by the *V* vice president. And he went on to illustrate the methods by which every single co-worker was accepted as *an individual* in the eyes of management.

Every co-worker has an individual locker, and there is a mirror for him or

her to use. And plenty of shower-baths for each to use.

Cleanliness is an important thing for everybody concerned with baking or serving food, but there is no rule in the V organization that insists on daily bathing or shaving. The mirrors are there to show every single co-worker what he or she looks like in the morning, and the showers are there—morning, noon and night—for their free use. Self-pride, induced by the mirrors, is found to be a sufficient spur to good appearance, and to that feeling of self-worth which every working man or woman craves (and everybody else wants, too).

Lunching facilities are located in an open-air patio, adjacent to the executive offices, with tiled tables, potted flowers and overhanging shade. Gas cooking ranges are available for those who wish to use them. Co-workers are invited to partake of the same facilities offered to public patrons at a grandiose coffee-shop nearby.

No "Employees' Entrance"

Another interesting feature of V's is that it has no "employees' entrance." All co-workers enter the plant by a front door—the same door through which executives, salesmen, and the public make their way.

The president's door is always open for everyone to enter. Co-worker or superintendent has an equal voice in the case of grievance. Of course, the supervisor is always asked to be present when a co-worker presents a complaint against him. "Both sides should be heard," is the way this practice is explained.

Dinners and picnics are held, at which co-workers and executives mingle freely. A note of democracy is spontaneously generated by virtue of the fact that most executives were co-workers within the memory of many present. Last Christmas the employees turned the tables on the executives (who presented them with yearly bonuses for a long period) by offer-

ing gift clocks to the president and vice-president of the company. All donations were made on a strictly voluntary basis and (as the executives later learned) in sealed unsigned envelopes.

The third important characteristic: the importance of the employee as an individual is carefully preserved. This was rendered easier here where the executives and the co-workers are not kept far apart and because of the company policy that all promotions come from the rank and file.

"But most important," stated the vice president, "is the *faith* which is kept between man and man! The experience of our co-workers has been that the management has always kept faith with them, and has done so generously. Apparently, the experience of our co-workers with their would-be labor representatives has not been a similar one."

He mentioned, in support of his assertion regarding the management angle, that co-workers had received regular bonuses for many years, amounting to a week's compensation as a rule. Last Christmas, each co-worker received a full payment of 3 per cent of his total earnings for the period between Pearl Harbor and V-J Day as a reward for staying on the job. Co-workers who were called away to military service received a periodic check and a monthly box of gifts.

Tricky Devices Back-fire

A few years ago labor union organizers attempted to sign up V's truck drivers, and resorted to some "tricky devices," stated this vice president. Apparently, these truck drivers had agreed to sign up on an *all or none* basis. Exchanging among themselves the information fed by these labor union organizers, they stumbled on some misstatements of fact (according to the vice president) and this destroyed their confidence in the type of labor leadership seeking their support. Since that time, the further advances of

these labor organizers have been met with cool suspicion.

The present effort of labor organization—which was started by the throwing of a picket line before any co-workers were signed up—has turned out to be a source of resentment to most of the co-workers who remember the previous “hoax.” At any rate, of 636 co-workers in the plant and coffee shop less than 25 have stayed away.

“We Speak Out Frankly”

“Whenever we have something to say to our co-workers, we speak out frankly,” concluded the vice president, and he showed this writer a copy of the announcement distributed by the president when this latest organizing campaign came to his attention. The announcement was titled “What You Should Know About Your Company’s Policy and Record on Co-Worker Relations.” The following excerpts are of particular interest:

“Many of you will remember the bulletin we sent you about two years ago when picketing threatened, and we are going to quote from it liberally because our position on the matter of co-worker relations hasn’t changed; in fact has never varied from the outset of our business. In general we have always followed the Golden Rule, which means that we have always tried to treat our co-workers just as we would like to be treated. . . .

“Here is a passage from our previous bulletin which bears repeating:

“During the depression years, when relief lines were lengthening, when actual hunger stalked through the land, we who manage V’s made it a policy to keep everyone on the payroll. That was our first consideration; losses were secondary. We felt that as long as the company could weather the financial storm, we would do everything we could to protect our co-workers and their families. While we are naturally optimistic, we are sufficiently practical to realize that such a condition may again present itself; in fact, in the

opinion of many economists, another depression is almost unavoidable. . . .

“Now many of you are confronted with efforts on the part of organizers and others to induce you to join the union. You are asked to weigh the benefits pro and con, and you rightly ask yourself: What more can the unions do for me than has already been done? How is it that all of a sudden a lot of strangers become interested in my welfare? . . .

“Remember, you as an American citizen, have a right to join a union or not, as you prefer. That is the spirit of the Open Shop and one of our fundamental American Freedoms.

“Remember, if pickets show up in front of your store, that according to the law they have a right to do this, even though there is no dissatisfaction among our co-workers, or even if they do not have a single V employee as a member of the union. So, pay no attention to them; treat them with courtesy and dignity; do not antagonize them. Pickets must obey the orders from their leaders, must do this kind of work according to union rules.

“Do not be stampeded or intimidated by a show of force into joining anything without first giving it every consideration.

“Do not be misled by false rumors. There have been many of them flying around already. One you are bound to hear is that V’s have signed up with the unions, or that we are about to sign up—and that therefore you had better hurry and sign up, too, or you may be blackballed by the unions and that you may have to pay a higher initiation fee. Pay no attention to these statements. V’s have not signed a union contract and certainly will not force you to belong to the union or any other organization.

Stands On Record

“As we said before, our record speaks for itself. We have tried to keep faith in every way and shall continue to do so. The thing sums itself something like this:

Judge the people with whom you are now associated and decide whether you would rather deal with them in connection with your interest, or whether you think some labor organization that is now soliciting you for membership has a greater interest in your welfare? Would you like to work under labor unionism, or would you be happier under the leadership of Mr. V and myself?"

It was plain that, although it was not the pointed aim of this management to resist unionism, it took the frank attitude that it would not seek to encourage it (for which no management, from its viewpoint, may properly be blamed) and that it sought to meet the attempts of the invading union with an open offer of honest debate.

Loyalty Must Be Earned

To those of us who have tried to study the current labor-management trend with some degree (we think) of objectivity, it has always seemed desirable that both management and unions should compete for the employee's loyalty on the basis of their past actual performances in the business field. Thus the employee is bound to benefit by the improved performance of both unions and management. If competition is the "life of trade" in any area, it is certainly advantageous in this field of management-labor relations. No management that has not earned the faith of its employees, deserves to be "free" of "labor union interference." No labor union that has played its cards unfairly deserves to win any measure of employee support. In this case of the V company strike, this truth has become clear.

This, then, is the characteristic ob-

served here: that the management created a favorable condition to win, and hold, the confidence of its employees solely on the basis of past performance and, it was favorably aided by the previous exposure of tricky tactics used by "the opposition" and which the employees discovered for themselves.

Makes the Going Easier

It is, of course, only too trite to conclude that, in any business situation, where the "golden rule is observed," and where "honesty is the best policy," and "where we practice what we preach," the management going is less difficult. Too often these simple truths are overlooked, or even ridiculed, for the simple reason that they are as ancient and worn as McGuffey's Readers, which once contained these too-familiar statements.

But, as a result of this spot investigation of a unique management-labor situation, this writer is reminded once again that the trite and simple things are the true and practical axioms. Cloaked with the proper nomenclature, psychological and technical, old McGuffey had antedated Messrs. Viteles, Roethlisberger, Dickson *et al* by many, many years.

A rich fund of good industrial-relations knowledge is at the ready disposal of any management executive who has read his Bible, and his school books, even if he lacks time to keep informed of current technical industrial-relations literature. It is imperative only that he practice what he knows. In the case of this V management, evidently this has happened.

The result—as we see—is making a bit of history in Los Angeles management-labor relations at this crucial time.

THREE KINDS OF PEOPLE

"I divide the world into three classes—the few who make things happen, the many who watch things happen, and the overwhelming majority who have no notion of what happens."—DR. NICHOLAS MURRAY BUTLER.

We are specialists in the production of...

- House Organs for Employees
- House Magazines for Customers
- Catalogues, Books, Pamphlets, Advertising Literature, Etc.

May we tell you about our Service and Facilities?



HOOPER PRINTING COMPANY

545 SANSOME STREET • SAN FRANCISCO

Phone SUtter 2255

Printers of the Public Relations Journal

Planned News-Publicity Service

NATIONAL NEWS-FEATURES SYNDICATE

America's first private PLANNED NEWS BUREAU now serves your news-publicity requirements.

Excellent contacts—in all fields of publication, radio, television and newsreel. Production staff includes skilled writers of news and literature, researchers, pictorial experts and matrix specialists.

Correspondents in 88 cities. Daily dispatch of material to 2,400 newspapers and 375 radio stations.

**Moderate rates . . . Short term or prolonged assignments.
Write HARRY C. KLEMFUSS, General Manager**

NATIONAL NEWS-FEATURES SYNDICATE

341 Madison Avenue, New York 17, N. Y.

Established 1920

Cables: Consultus

Murray Hill 2-1192

Kindly mention The Public Relations Journal when writing to advertisers



Good public relations can't be bought

THERE IS NO price tag on public esteem. It *must* be merited and won on the basis of sound management policies and actions which will withstand the acid test of public scrutiny. Today's greatest management responsibilities are in the public relations area. Relations with employees, stockholders, consumers, community, government, and other influential groups, demand public relations know-how of the highest calibre. Many key executives throughout the nation are finding, for the first time, the practical down-to-earth public relations guidance they require in "*Public Relations in Action*"—a complete, authoritative, executive reference-course dealing with current public relations problems, practices, principles, and techniques. \$200 fee includes personal reference library, and printed texts treating all divisions of this major management tool—Public Relations.

EDUCATIONAL DIVISION

AMERICAN COUNCIL ON PUBLIC RELATIONS
369 PINE STREET • SAN FRANCISCO 4, CALIFORNIA

MAIL THIS CARD TODAY

**BOARD OF TRUSTEES
AMERICAN COUNCIL ON PUBLIC RELATIONS
369 PINE STREET, SAN FRANCISCO 4, CALIFORNIA**

I hereby apply for Standard Membership in the American Council on Public Relations and have checked the divisions of Public Relations in which I am particularly interested. ☐ My check for \$25, annual dues^a is enclosed. ☐ Please invoice my company for \$25, annual dues.^a

Name _____

Company _____

Position _____

Address _____

STREET

CITY

ZONE

STATE

^a\$5 of this fee is for one year's subscription to The Public Relations Journal.

LEADERS in business, industry, and other important groups are cordially invited to membership in the American Council on Public Relations. These leaders will recognize that the solutions to a great many of their most important business problems and others of national significance depend upon sound public relations planning and action. They will find, through Council membership, values to guide and assist them in the administration of the corporations they serve.

What It Is . . . What It Does

The Council is a national, non-profit, non-political body devoted to scientific research, the development of a sound literature, and to providing specialized training in the important management field of public relations.

Although its activities are principally directed to the top management level, from which all successful public relations must stem, the Council also provides courses, conferences, and other educational facilities to enable staff members and junior executives better to deal with public relations problems.

The Council brings to its members the thinking and planning of the best minds in the field. From chief executives and public relations men high in corporate affairs throughout the nation comes important revealing information concerning problems, policies and programs. Sifted, analyzed and organized for practical use, this information is shared for the common good of all Council members . . . and the American system of enterprise they are striving to preserve and perfect.

What You Receive

1. **The Public Relations Journal.** Provides you, each month, with important articles dealing with current public relations problems; the thinking of leaders in the field.
2. **Publics.** The monthly news bulletin of public relations.
3. **Books on Public Relations.** Edited by the Council President, published by Harper and Brothers, these valuable books are issued to members.
4. **Research Studies.** Contain the findings of the Council's Research Department resulting from periodic surveys of significant public relations subjects.
5. **Special Publications.** Issued during the year as occasions demand. They present symposiums on important topics, articles of broad interest to members, and the like.
6. **Invaluable Working Tools** consisting of summaries of all Council short courses and conferences as they are conducted throughout the nation.

members the
best minds
atives and
corporate
comes im-
concerning
s. Sifted,
tical use,
common
. and the
they are

es you, each
with current
g of leaders

n of public

the Council
rothers, these

of the Coun-
rom periodic
subjects.

e year as oc-
iums on im-
to members,

of summaries
ences as they